The Future of Work in Sri Lanka

TECHNOLOGY FORESIGHT GROUP
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MEMBERS
1. Introduction

Emerging technologies for artificial intelligence, machine learning, and 3D printing combined with the growth of the platform economy and related digital services are transforming the future of labor, work and employment. Concern over displacement of labor by machines is not new, but scholars argue that past interactions between automation and employment cannot be a reliable guide to the future in the Fourth Industrial Revolution.¹ Debates tend to oscillate between two positions: that new technologies are rendering workers redundant faster than they are creating new employment opportunities, or that aggregate gains in productivity brought on by technology will enable job creation in the long run, along with new forms of value creation and social protection.

These global narratives however assume that the uptake, diffusion and impact of technological change will be similar across peoples and contexts. Beyond the binaries, the displacement versus creation discourse has largely ignored the more nuanced social, cultural, and economic specificities around emerging technologies and the future of jobs.

Tandem Research’s Technology in Society research initiative seeks to move beyond universalizing narratives on technology to interrogate instead specific local interactions and impact - while

emerging technologies are being developed and deployed globally, technological trajectories and their impact will be shaped by and mediated through local social, cultural and economic systems. In fact, a singular focus on technological impact obscures the issue of technology use i.e. the various ways in which people make use of technology will shape the impact of technological change, where these usage patterns reflect prevailing social structures. A central theme in our research is the distribution of technology gains and inequitable effects of the interactions between technology and society.

2. The Sri Lankan context

Sri Lanka, with its particular socio-economic and political environment will engage with, and respond to, technological disruptions in a unique way. Despite domestic conflict and global market upheavals, Sri Lanka has maintained an average annual growth rate of 6.4% for over a decade (2004-2015).² The post civil war period was marked by economic slowdown, but the overall growth outlook remains positive. A recent study by the International Labor Organisation (ILO) and the Asian Development Bank (ADB) argues that the challenge for Sri Lanka in providing decent work opportunities with economic stability, is in preparing for the impending labour shortage (due to an ageing population and slowing labour force growth), while also closing

the gap between skilling, youth aspirations and employment needs, preparing the workforce for new (technology-enabled) work opportunities.

Sri Lanka’s human indicators seem to closely resemble those of an advanced economy. The adult literacy rate is more than 90%, and the infant mortality rate is at 8.4 deaths for every 1000 live births. 3 85% of Sri Lanka’s population has proper sanitation facilities and over 89% have access to safe drinking water, revealing better health indices than most other South Asian countries.

But even as Sri Lanka fights to eradicate extreme poverty and has the highest literacy rates in South Asia, it suffers from 4.4% unemployment, with a significantly higher unemployment rate of 7% for women. 5 Over 60% of the working population is occupied in informal work, due to the slow growth in formal jobs and high rates of vulnerable employment. 7

3 https://www.indexmundi.com/sri_lanka/infant_mortality_rate.html

4 http://www.academia.edu/15574962/IMPACT_OF_ELECTRONIC_HEALTH_RECORDS_IN_SRI_LANKA_CASE_STUDY_OF_FOUR_Government_Hospitals


While the agricultural sector is the highest employer in the country engaging more than 30% of the workforce, labour is moving out of agriculture due to low productivity. The manufacturing sector is expanding, but employment conditions are not ideal. As the economy opens up to FDI and private entrepreneurship, technological adoption is likely to impact labour and working conditions. Furthermore, the use of ICT and emerging technologies in social delivery systems such as health care are likely to affect labour productivity and wellbeing.

Trajectories of technological uptake and diffusion, and their impact on the future of work, can’t be predicted for Sri Lanka by simply extrapolating the trajectories evident in developed economies. Neither are the pathways of technological change and diffusion a ‘one-way’ growth trajectory; they can and should be shaped by policies that consider social conditions and priorities.

3. Technology Foresight Group

Tandem Research, in partnership with the ILO, has convened the Technology Foresight Group (TFG) to collectively evaluate the political, social, and value-based contestations underlying the framing of problems and solutions around technology and the future of work in Sri Lanka, and to collaboratively identify case studies to understand pathways and trajectories of technological change and their impact on jobs. Brief bios of TFG analysts
examinining the future of work from various disciplinary perspectives are included in this booklet.

At Tandem, we are interested in: a) localizing global technology narratives to the Indian context; b) unpacking the social dimensions of technology trajectories; and c) providing concrete policy recommendations that can steer future technology trajectories in Sri Lanka.

The workshop aims to develop propositions about the likely impact of 4IR on Sri Lankan labour markets over the next 5-10 years, specifically concerned with three areas of enquiry - automation & displacement; employment conditions & labour market inequities. Propositions are statements of high likelihood and plausibility, not predictions. In so far as the adoption of 4IR tech will be shaped by Sri Lanka’s particular socio-economic and political context, it follows that technology trajectories are not a neutral force.

4. Automation, job displacement and labor shortages

It is estimated that Sri Lanka’s private sector alone has 500,000 vacancies - even though there are more than 360,000 unemployed people (4.4% of the labour force) and an average of 150,000 unskilled workers joining the workforce each year. The unemployment rate is significantly higher for graduates at more
than 30%. 242,000 workers left the country for foreign employment in 2016, the number being higher for previous years.\textsuperscript{8}

While employers across industries are asking to import labour from neighbouring countries, experts claim that this could heighten tensions within the country. The government is moving towards automation and emerging technologies (supported by AI), especially in the manufacturing sector which is the second largest employer in the country. Technological adoption is likely to cater to large and medium enterprises, which occupy more than 70% of the manufacturing workforce. While this would potentially plug the labour shortage, it could adversely impact the existing workforce engaged in these enterprises, also leaving small enterprises weaker in the face of global competition.

Moreover, it will be crucial to examine the effects of automation in labour intensive, and traditionally high employment sectors such as agriculture, which engages more than 30% of the workforce (the biggest employer) and suffers from low productivity; and the wholesale and retail sector (third largest employer), at risk from e-commerce and the online retail economy.

This leaves the Sri Lankan economy and their workers in a precarious position - unskilled jobs are threatened by automation, even as the labour shortage is acute and can adversely impact the country’s growing economy. The paradox of unemployment coexisting with labour shortage might indicate a lack of decent work and relevant skilling opportunities.

Automation and emerging technologies such as 3D printing, if correctly adopted, can assist the economy to realize its potential by replacing low skilled jobs. However, it will be integral to assess the impact of automation on different sectors and job types. There is also an urgent need to create productive decent work opportunities and explore the alternative options (skilling initiatives; R&D etc) available to Sri Lanka to address the problem of unemployment. To adequately engage with these challenges and opportunities, problem areas around automation and employment need to be identified.

5. Employment Conditions

More than 60% of Sri Lanka’s employment is in the informal sector, which is traditionally labour intensive due to low capital investments. The majority of agricultural work (above 80%) and at least half of non-agricultural work (retail, construction, domestic services, manufacturing etc) is informal.9 The majority of working poor are engaged in casual work and don’t have access to regular, full time employment or any form of labour protection.10 While data scarcity around the nature and characteristics of Sri Lanka’s informal sector prevents a clear indication of how emerging technologies are likely to influence working conditions, technological disruptions may leave informal workers more vulnerable.

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Even within the formal sector, working conditions and wages are far from ideal for the working poor. More than 60% of estate workers fall in the poorest socio-economic categories; while apparel factory labour (largest contributor to manufacturing in terms of GDP and employment) is increasingly suffering from harsh employment conditions, wage cuts and lowered collective bargaining powers.¹¹

Sri Lanka is in the throes of rebuilding its economy as it moves into a third republican era, alongside constitutional and justice reforms that are in progress. Keeping in mind the effects of globalization and the impact of emerging technologies, it will be imperative that the socio-economic rights of a large vulnerable workforce are safeguarded and prioritized through Sri Lanka’s decent work agenda. The ILO’s research around decent work and working conditions emphasizes that global competition and the spread of ICT could move towards the informalization of employment relationships. If the adoption of advanced technologies— from automation to AI is unplanned, it could exacerbate this trend of informalization and worsen the working conditions for the majority of their workforce.

6. Inequities in Labor Markets

Despite Sri Lanka’s high adult female literacy rate— above 95%, women’s participation in the labour force remains significantly low at 36.5% as compared to the men’s participation rate of 63.5%.

Women’s unemployment rate is also much higher at 7%, while the unemployment rate for men is 3%\textsuperscript{12} as of 2016. Men also earn more than women, averaging 322.7 rupees per day, compared to 291.53 rupees per day, respectively in 2008.\textsuperscript{13} Women are structurally more vulnerable to risks associated with informality and issues of safety at work; and require institutional support - both to access and engage in work.

Sri Lanka is favourably positioned to benefit from a skilled female workforce if it can address the issue of gender disparity in terms of both employment and pay gap. Emerging and digital technologies can be leveraged to address gender hierarchies and increase women’s labour force participation. However, the gender gap observed for internet access is very high; with as little as 2% of rural women using the internet.\textsuperscript{14}

The rural urban divide is also significant in Sri Lanka. 80% of the country’s population lives in rural areas and relies on the agriculture sector. Only 8% of the rural population has access to computers as opposed to 28% of the urban population.\textsuperscript{15}

Additionally, low caste and ethnic minorities have high incidences


of poverty; primarily engaged in the lowest rung of informal work. The share of child labour from these vulnerable sections is also higher, lacking state support (relevant paperwork etc) to access universal education and health care. Active measure to provide equal employment and decent work opportunities and ensuring the equitable distribution of technology gains across Sri Lanka’s diverse communities can go a long way in preventing the resurgence of ethnic and political conflict.

Digital and emerging technologies have the potential to address the issue of inequity in developing economies. However, in the absence of appropriate and relevant policy measures they are more likely to intensify existing hierarchies. These initiatives need to be informed by evidenced based research, to quantitatively and qualitatively assess the impact of these technologies on Sri Lanka’s vulnerable populations.
AGENDA

09:00 – 09:30  Introductions

09:30 – 11:00  Session 1 : Framing

*How will technology trajectories and their impact on jobs in Sri Lanka vary from those identified globally, for industrialised economies, given Sri Lanka’s economic and social context?*

Format: Two 10 minute framing presentations on employment and technology trends, followed by a moderated round table discussion.

Moderator: Dr Nomaan Majid

11:00 – 11:30  Coffee Break

11:30 – 13:00  Session 2: Automation & Job Displacement

*Which sectors and job types will experience the most labor disruptions and where will new jobs be created?*

Format: Framing intervention (10 min) and roundtable discussion, 35 min

Group exercise to identify and weigh propositions - 45 min

Moderator: Dr. Vikrom Mathur

13:00 – 14:00  Lunch
14:00 – 15:30  
**Session 3: Employment Conditions**

*How will employment relationships be recast in a digital economy? How do we ensure labor welfare social protection in a rapidly changing world of work?*

Format: Framing intervention (10 min) and roundtable discussion, 35 min

Group exercise to identify and weigh propositions - 45 min

Moderator: Dr. Urvashi Aneja

15:30 – 16:00  
**Coffee**

16:00 – 17:30  
**Inequities in Labor Market**

*Which social groups are likely to be the most impacted? How will the quality of work change and how might this recast existing social relations and hierarchies?*

Format: Framing intervention (10 min) and roundtable discussion, 35 min

Group exercise to identify and weigh propositions - 45 min

Moderator: Dr. Vikrom Mathur

17:30 - 18:00  
**Conclusion**

Summary presentations by session moderators

Format: Roundtable Discussion

Moderator: Dr. Nomaan Majid
Ramani Gunatilaka works as an independent consultant in Sri Lanka and the region, conducting econometric analyses related to labour markets, income distribution, poverty, education, and subjective well-being. Her recent work has looked at issues related to women’s employment and education in Sri Lanka, Afghanistan and the Maldives, while ongoing research focuses on the migration, mobility and the distribution of consumption in fishing communities in Sri Lanka, India and Cambodia. She holds a BSc in economics from University College London, an MSc in development economics from the University of Oxford, and a doctorate in applied econometrics from Monash University. Ramani is currently a Research Associate at the International Centre for Ethnic Studies, Colombo. She has several publications in internationally refereed journals.

Dvp Prasada is a development economist affiliated to University of Peradeniya, Sri Lanka. His academic training includes BSc (Hons), MSc in International Development and Agricultural Economics, and PhD in Economics. He is involved in teaching, research and outreach in the following areas: development economics, environmental and resource economics,

**Miller Alexander** is a computer science graduate from the University of Jaffna, Sri Lanka. Miller is a Tech enthusiast, a serial entrepreneur, and a great promoter of the Startup ecosystems, Social Enterprises, and Sustainable Development Goals. He founded his first company BrandMe- an NLP based digital content marketing startup in 2014. In 2015, Miller join hands with his friends' at SenzMate, developing IoT solutions, and is the COO of the company. SenzMate is the first Internet of things company in Sri Lanka. In 2017, Miller found SenzAgro -the first Ag-tech company in Sri Lanka. As the founding member, Miller serves as the CEO of the company. SenzAgro received the SLUSH Global impact Awards in 2017 for Agri-tech achievements.

**Navam Niles’** academic background includes international relations, global environmental problems and public international law. His research currently focuses on climate change, the SDGs, institutions, energy security and development
management within the context of international politics. He is involved with CEPA on work related to policy coherence on the SDGs and co-authored a paper on policy coherence with CEPA for the Southern Voice using network Analysis.

Ranmini Vithanagama is a researcher attached to the International Centre for Ethnic Studies. She is currently working on a study that looks at women's economic empowerment and labour market outcomes in the Eastern Province. Her other research interests include economic costs of disability, climate change and livelihood vulnerability and forced displacement. She has a B.A and a Masters in Economics from University of Colombo and is currently reading for her PhD at University of Colombo. She is also an Associate member of CIMA, UK.

Helani Galpaya is CEO of LIRNEasia, a pro-poor, pro-market think tank working in the Asia Pacific. She serves on the Board of Editors of the Information Technology and International Development journal, is on the Board of Directors of the Global Partnership for Sustainable Development Data (GPSDD), and a member of the Multistakeholder Advisory Group of the UN Internet Governance Forum. She is on the Advisory Board of the Harnessing and Sharing Economy for...
Local Development initiative of the Centre for Implementation of Public Policies promoting Equity and Growth (CIPPEC), Argentina and was an Advisor to the UN Broadband Commission’s Working Group on Bridging the Gender Divide.

**Sujata Gamage** PhD MPA, specializes in planning, evaluation and capacity building in public policy using data analytics, institutional research, performance evaluations, scoping studies, systematic reviews, statistical methods, and simulations – with a focus on education and training, ICT in education, research, research networks and public sector performance. She is currently a Senior Research Fellow at LIRNEasia, a regional think tank based in Colombo, Sri Lanka. Her recent research includes open data for transparency in electoral demarcations, Indicators of workforce readiness for the 21st century in the context of ICT-enabled freelance work, ICT for development education at institutions of higher learning in Asia, and Factors affecting the use of ICTs in the classroom by teachers. Sujata holds Ph.D. in chemistry from the University of British Columbia and a subsequent Master’s in Public Administration from the Ohio State University of USA.
Laleema Senanayake is a Research Manager at LIRNEasia. Her research interests are disaster risk reduction and development, disability inclusion and the future of work. She has six years of experience in managing large-scale projects and conducting research locally and internationally. Laleema is also involved in nationally representative research in Nepal to access Internet, mobile access and use and thereby developing comparable nationwide ICT indicators. She currently manages research in India and Myanmar to understand the opportunities for under-employed youth, women and previously-excluded persons participating in micro-work and online freelancing platforms. Some of her previous research work focused on rural India, by assessing the potential of broadband networks for rural connectivity in India. She holds a First Class Honours Bachelor of Science degree in Town and Country Planning and is currently following her Masters in Disaster Risk Reduction and Development in General Sir John Kotelawala Defence University, Sri Lanka.

Nomaan Majid is a senior development economist at the Employment Policy Department of the International Labour Office in Geneva, Switzerland. He has worked at the ILO since 1995, first as an economist in New Delhi and then in Geneva. His research interests are in the subjects of employment,
labour markets, income distribution and poverty, particularly in developing countries. He has published papers in these fields. He was educated in Pakistan and in England. Nomaan has a DPhil in Economics from the University of Oxford.

**Shakthi Ranatunga** is the Group Human Resource Director of MAS Holdings (Private) Limited, and a Board Member of the MAS Holdings Apparel Board. In his capacity as the Group HR Director he oversees HR & Talent Management of all MAS Holdings’ businesses, which includes both MAS Apparel and MAS Investments. He is also a member of the MAS Innovation Leadership Team. In his 17-year tenure at MAS, Shakthi held positions in merchandising, logistics and supply chain. Shakthi is currently a council member of the National Labour Advisory Council, representing the apparel industry. He is an alumnus of the Tuck Executive Program at the Dartmouth College, Boston, USA. Shakthi holds an MBA from the Postgraduate Institute of Management (PIM), a B. A. from the University of Kelaniya Sri Lanka, Specializing in Economics and Modern Languages, and is a Graduate from the Chartered Institute of Marketing.

**Bani Chandrasena** present role focuses on one of the primary strategic initiatives for the London Stock Exchange Group today; Future proofing our
talent as well as pipeline through ensuring that we create and sustain an inclusive culture across our companies in Sri Lanka, which will impact diversity and will catalyse business outcomes. Her experience and exposure leading the human resources function at LSEG, as well as a range of organisations across multiple industries over the last 16 years has positioned her to lead this transformational endeavor. Bani’s HR work and life experience has allowed her to meet, observe, and understand a range of personalities from around the world. She has trained, developed, and mentored many in her role as an HR manager as well as completed operational projects from recruitment drives in rural Sri Lanka to revamping how hiring and development into a range from companies in the knowledge worker sector; all of which have been learning experiences that have helped her grow, both professionally and personally.

Ann Shelomi Panditharatne is currently reading for her PhD at the Faculty of Graduate Studies, University of Colombo. Her thesis is titled ‘The Subjective Well-being of Married Women In and Out of the Workforce in Sri Lanka’. A research grant was awarded for this PhD thesis by National Science Foundation, Sri Lanka. Previous research experience includes research on ‘Determinants of employee turnover in the software industry in Sri Lanka’ and
‘Effects of the government regulations on the plastic industry in Sri Lanka’ which were carried out as partial fulfilment for Masters Level and Post Graduate Level studies at the University of Colombo. Past employment includes work experience in Aviation, Information Technology and Polymer Manufacturing industries. Current research interests involve subjective well-being and female labour force participation.

Marian Fernando has completed her Masters in Development Studies at the Faculty of Graduate Studies, University of Colombo. Her Masters thesis focussed on the nature, extent and probability of women’s engagement in informal employment in Sri Lanka, which was a quantitative study based on the labour force survey micro data in 2013. She has also provided statistical inputs to the National Human Development Report of Sri Lanka 2016. She has earned a first-class honours status in her Bachelor’s degree in the Politics, Philosophy and Economics major from the Asian University for Women, Bangladesh. Her past employment includes areas of gender, resettlement and reconciliation attached to UN agencies. She is currently employed as the Gender and Underrepresented Groups Coordinator for a USAID funded project in Sri Lanka. Her research interests include Gender, Employment, and Family.
**Jack Conway** is a research assistant at the Lakshman Kadirgamar Institute, where he has assisted research on disarmament affairs in Sri Lanka. He is a student at Christ’s College, University of Cambridge, where he studies politics and international relations and contributes to the University’s newspaper. Jack is originally from Chicago, and before moving to Cambridge, he lived in São Paulo, Brazil for five years.

**Chandima Arambepola** is a senior researcher at the Centre for Poverty Analysis (CEPA). She holds a Master’s Degree in International Migration and Social Cohesion jointly awarded by the University of Amsterdam and the University of Osnabruck. Her main area of interest is labour migration. At CEPA, she is currently working on labour migration related concerns and has conducted studies on forced labour and trafficking, the impact of government regulations on female migrant workers and the Sri Lankan diaspora’s engagement in Sri Lanka. Chandima has worked in the development sector in Sri Lanka, primarily working on reporting, grants administration and project management. During a work stint in Singapore, Chandima helped research and co-author publications related to foreign domestic workers, particularly with regard to their
health status and their role as caregivers of the elderly.

**V. Rudiradeepan** is the Vice President of the National Trade Union Federation (NTUF), Sri Lanka. He is the President of the NTUF Youth Committee. The NTUF, founded in 2003 in Colombo, is a national level Trade Union Federation in Sri Lanka representing and safeguarding the rights and interests of all sectors of the working population of Sri Lanka. Today the NTUF represents 400,000 members from eight national level trade unions and associations which represent plantation, mercantile, transport, health, education, public, informal, migrant and building, construction, wood and forest workers sectors. The National Trade Union Federation is internationally affiliated to International Trade Union Confederation - ITUC, ITUC-AP and Building Workers International – BWI.

**Priyanka Jayawardena** is a Research Economist at the Institute of Policy Studies (IPS), with research interests in Economics of Education and Health, Labour & Migration, Distributional and equity analysis. Priyanka has around 14 years of research experience at IPS. She has worked as consultant to international organizations including World Bank, ADB and UNICEF. She has conducted numerous research studies relating to the human resource
development in Sri Lanka for a variety of development partners and various government ministries. Many of her research has been published in peer reviewed national and international journals and book chapters. She holds a B.Sc (Hons) specialized in Statistics and an MA in Economics, both from the University of Colombo.

**A Wimalaweera** is the Commissioner General of Labour, in the Ministry of Labour and Trade Union Relations. Previously, he was the Director of the Department of Manpower and Employment, Ministry of Labour Relations and Productivity Promotion. He is an officer of the Sri Lanka Administrative Service. He holds a Bachelor’s Degree of Economics, Masters Degree in Economics and Masters Degree in Human Resource Planning and Development. Over the last 18 years I have worked mainly in the field of labour and productivity. At present my responsibility includes, analyzing and reporting the country situation in relation to international labour standards and dealing with international agencies related to labour.

**Erandaka Dissanayake** is the Director (Manpower Planning, Development & Research) at the Department of Manpower and Employment, Sri Lanka. Previously, he was the Deputy Director at Telecommunication Regulatory Commission of Sri
Lanka, and Assistant Director at Department of Manpower and Employment. He completed his studies from the University of Turin, Italy, University of Colombo, University of Colombo.

**Ayuni Munasinghe** is the Assistant Manager at the Media Research Team at Verite Research. Verité Research is an interdisciplinary think tank that provides strategic analysis and advice to governments, international organisations and the private sector in Sri Lanka and Asia. Verité houses four research teams: Economics, Politics, Law and Media.

**Kanishka Weerasinghe** is the Director General of the Employer’s Federation Ceylon. He holds a Attorney- at Law, PgD, a BCIS in International Affairs and has a Masters degree in International Relations from the University of Colombo. He is also a member of the National Labour Advisory Council.

**Yusra Aziz Eliyas** is the founder and owner of PODI JOBS, the first freelance platform in Sri Lanka which bridges the gap between employers and job seekers. Proceeds raised by PODI JOBS are used to Empower Single Income Families and Deserving Stay at Home Mums (SAHM), Women and Girls. PODI JOBS works primarily with Work at Home Mums (WAHM) and their main aim is to empower
women in Sri Lanka by creating an Independent Workforce. PODI JOBS supports equal opportunity employment.

**Amalini De Sayrah** is the Media Relations and Communications Officer at the Centre for Policy Analysis (CPA) and the co-editor of GroundViews, a citizens journal website based in Sri Lanka. The site covers alternative perspectives on governance, human rights, arts and literature, peace-building and other issues. Amalini’s work primarily focuses on photojournalism and featured articles, with an emphasis on field-based reporting in regions across Sri Lanka. She is a volunteer member of Building Bridges, an education-focused nonprofit and holds a Bsc in Psychology.

**Lahiru Pathmalal** is the founder and CEO of Takas.lk, the largest e-commerce electronics store in Sri Lanka. Lahiru has a BA in Political Science, and a Masters in International Relations from the University of Queensland. He has worked in the United States, Afghanistan and Australia in child care, and as the Program Coordinator at the International Center for Ethnic Studies in Sri Lanka.

**Usama Naqib** is the Co-Founder of YoHoBeds, Sri Lanka’s largest online hotel network.
**Nalaka Gunawardene** is a science writer, journalist and development communication specialist with over 25 years of professional experience in Sri Lanka and across Asia. He holds journalism and mass media qualifications from the University of Colombo and the Open University of Sri Lanka. He initially worked as a journalist with English language newspapers and magazines, and also freelanced on local radio and TV. After winning three national awards for outstanding science journalism, Nalaka moved to the development sector where he worked as a communication specialist with agencies like UNEP, UNDP, UN-ESCAP and IUCN, the World Conservation Union.

**Simrin Singh** is the new Country Director for the International Labour Organisation (ILO) Country Office for Sri Lanka and the Maldives. Previously, she was a Senior Specialist on Fundamental Principles and Rights at Work based in the ILO Regional Office for Asia and Pacific, Bangkok, Thailand. Ms Singh holds a Bachelor’s Degree in Anthropology and Sociology from Connecticut College in the USA and a Master’s Degree in International Development Studies from The George Washington University, USA.

**Samanthika Gonagala** is an Industrial Relations Advisor at Employers' Federation of Ceylon (EFC).
**Vindya Angulugaha** is an Industrial Relations Advisor at Employers' Federation of Ceylon (EFC).

**Gimhani de Silva** is an Industrial Relations Advisor at Employers' Federation of Ceylon (EFC).

**Dinesh Ruwan Kumara** is the Research and HR Executive at Employers’ Federation of Ceylon (EFC).

**Ira Anjali Anwar** is a research associate with Tandem Research. Having completed her masters in Psycho-Social Clinical studies, she worked with Aruna Roy, in collaboration with McGill University on the questions of Participatory Democracy and the role of Public Policy. She specializes in the politics of the Future of Work in the context of emerging technologies and labour markets in developing countries.

**Urvashi Aneja** is Co-Founder and Director of Tandem Research. She works on the governance and sociology of emerging technology; southern partnerships for humanitarian and development assistance; and the power and politics of global civil society. She has a PhD in International Relations from the University of Oxford. Urvashi is also Associate Fellow at Chatham House and a columnist for the Indian Express.
**Vikrom Mathur** is the Founding Director of Tandem Research. Vikrom is an anthropologist of science and technology. His diverse research interests include the governance of emerging technologies, social and cultural dimensions of technological transitions, cultural perceptions of environmental risk, dynamics between science and policy and Cultural Theory. He has a PhD from the Institute of Science, Society, and Innovation at the University of Oxford. Vikrom is a Senior Fellow of the Observer Research Foundation (ORF), Associate Fellow of the Stockholm Environment Institute (SEI) and Senior Associate of Global Climate Adaptation Partnership (GCAP).
Tandem Research is a multi-disciplinary research collective generating policy insights at the interface of technology, society, and sustainability.

We believe in finding iterative solutions to real world problems through evidence based enquiry and public engagement.

Connect with us:

tandemresearch.org
343 Coimavaddo Quita, Aldona. Bardez 403508, Goa
hello@tandemresearch.org