

MD

CAYMAN ENTERPRISE CITY  
*Socio-Economic Impact Assessment 2025*

June 02, 2026

by Marla Dukharan

# CEC has generated USD1.23 billion in fuel for the Cayman Islands' economy

All figures in USD

CUMULATIVE IMPACT (2012-2025)

# \$1.23B

Total economic impact generated through Zone operations, domestic procurement, local consumption and fees paid to government.

2025 ANNUAL IMPACT

# USD152.3M

Representing a mature, self-sustaining engine of economic activity, now consistently driven by ongoing and growing operations vs construction.

2025 SALARY-DRIVEN LOCAL CONSUMPTION

# USD51.6M

Salary-driven local consumption has *doubled since 2021*, now circulating USD51.6M annually through the domestic marketplace.

DAILY INJECTION: **USD417,000+**

WEEKLY RETAIL FLOW: **USD1.0M**

DOMESTIC PIPELINE: **164+ LOCAL FIRMS**

# Breakdown of how Cayman Enterprise City's (CEC) operation translate into local economic activity

## 2025 TOTAL ECONOMIC IMPACT

<i>in millions of USD</i>	Direct	Indirect/ Induced	Govt Revenues	Total Impact
CEC local spending	10.7	0.0	0.0	10.7
Local consumption from salaries	51.6	0.0	0.0	51.6
Attorney & Registered Office fees	1.4	0.0	0.0	1.4
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Real Estate	40.4	37.2	2.9	80.5
Construction	2.5	3.8	0.0	6.3
<b>Total</b>	<b>106.5</b>	<b>41.0</b>	<b>4.8</b>	<b>152.3</b>

## CUMULATIVE ECONOMIC IMPACT (2012-2025)

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# CEC channels global investment into Cayman's economy

In 2025, CEC's operations put USD10.7 million directly into local businesses



SPS ALIGNMENT

ECONOMY 2



ECONOMY 3

## Measurable Results for Caymanians

CEC actively did business with 164 local companies in 2025

172 Caymanians/PRs employed in 2025

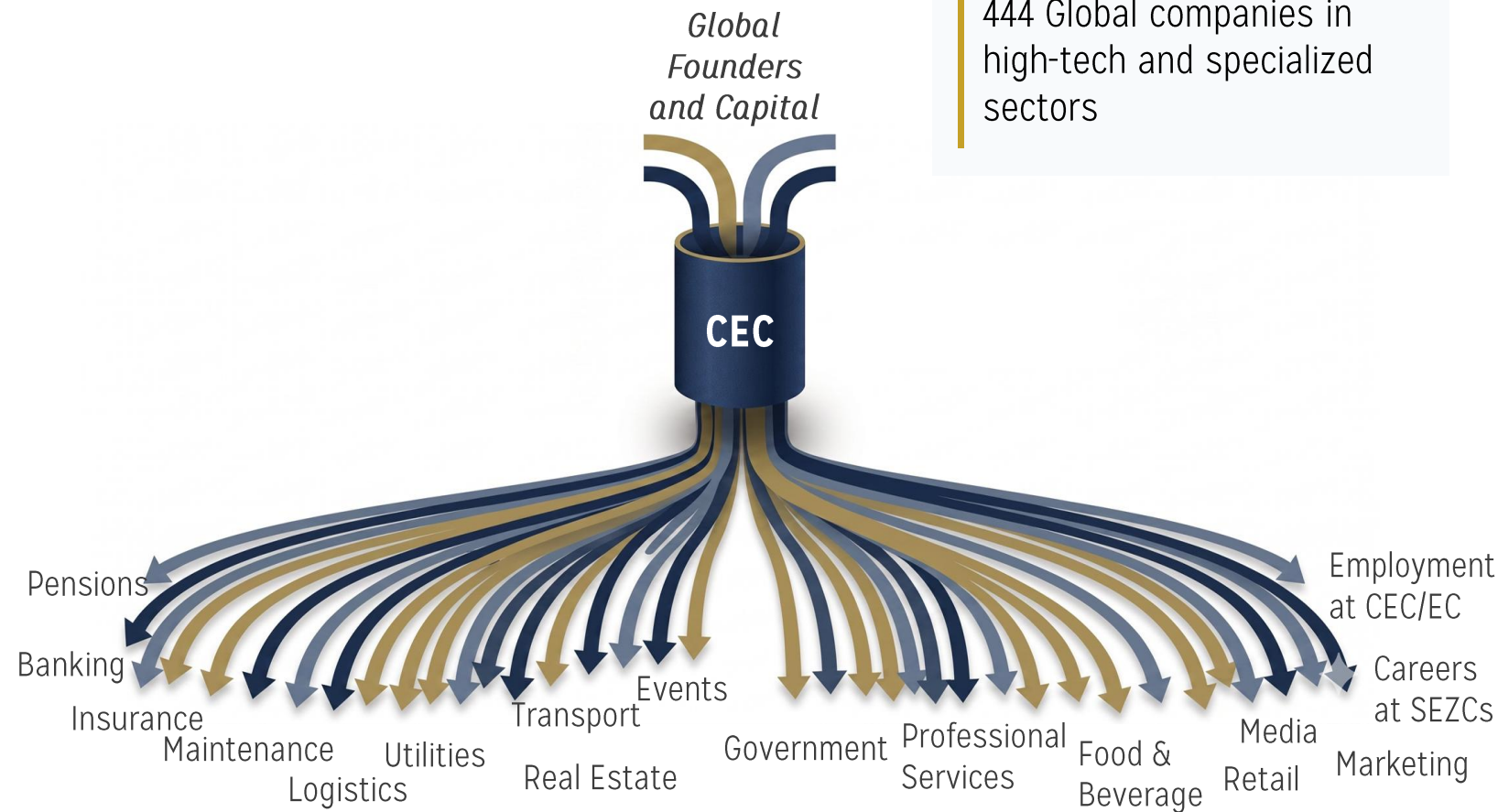
USD22 million in salaries paid by SEZC to Caymanians and PRs in 2025

177 Interns placed since 2012

66 Business Design Competition Project participants since 2021 launch

## CEC's horizontal integration model ensures the benefits are spread

444 Global companies in high-tech and specialized sectors



# Curating opportunities in the world's fastest growing roles... at Cayman scale.



SPS ALIGNMENT

ECONOMY 2



ECONOMY 9

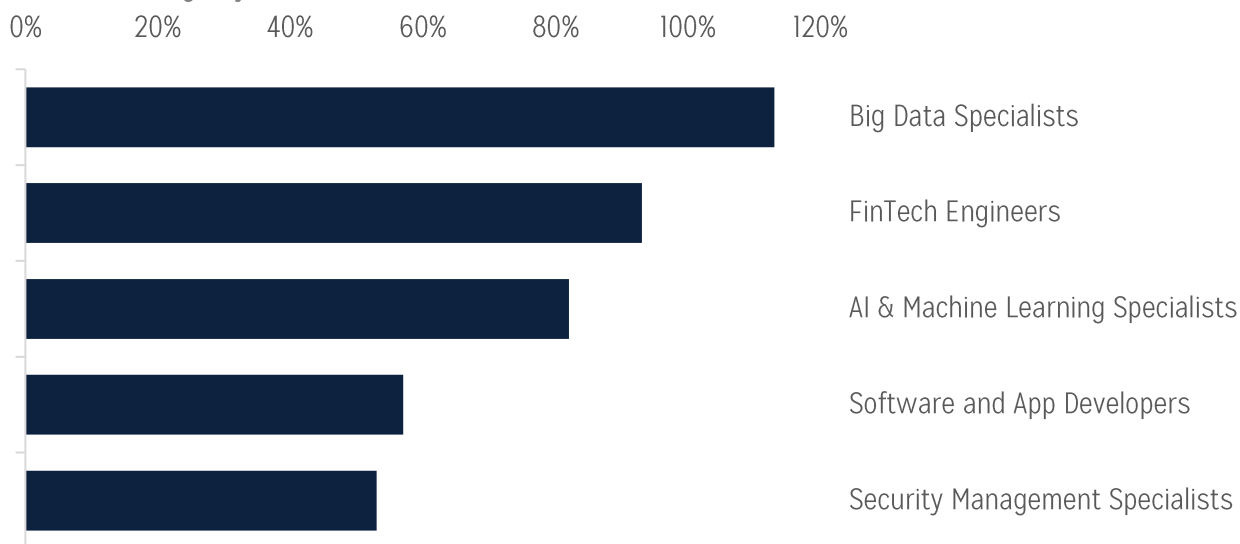
The special economic zone attracts the highly competitive, high-value global roles that nations are actively competing for.

**These are the five fastest-growing roles globally. Cayman Enterprise City (CEC) members are directly positioned within them.**

Data Source: World Economic Forum surveyed 1,000+ employers across 22 industries to map the roles growing fastest by percentage. Cayman's SEZ hosts *every single one*.

## Five Fastest Growing Roles, Globally

Percent Change by 2030



Source: World Economic Forum, Future of Jobs Report 2025, Marla Dukharan

## Non-Caymanian Employment

Employed Labour Force, Fall 2025

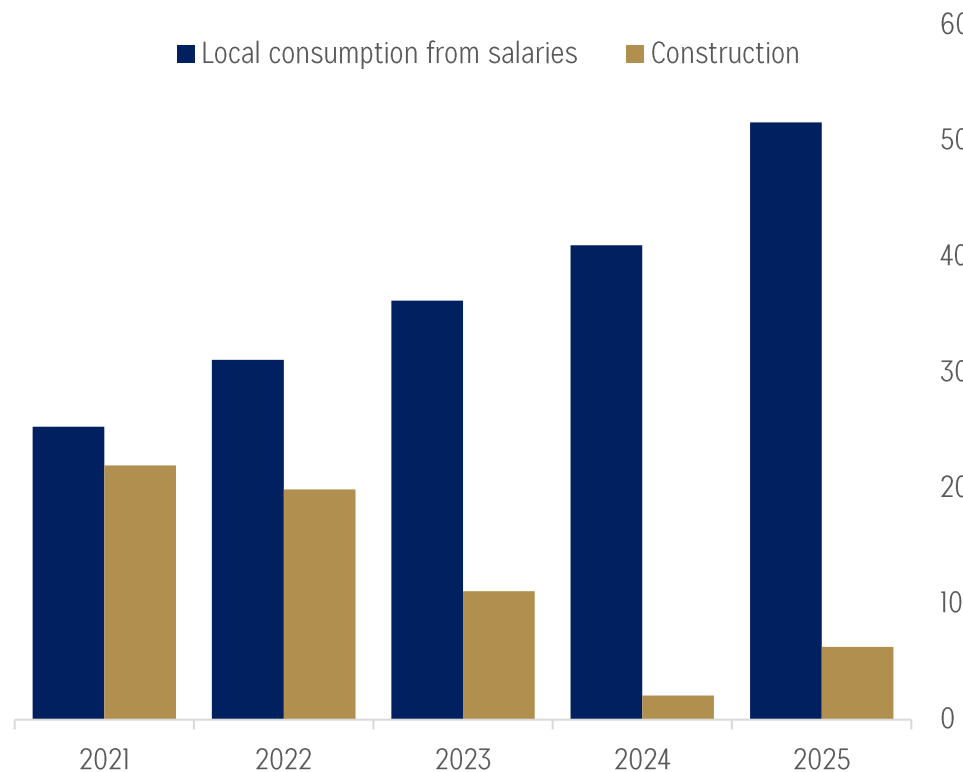
Source: ESO, CEC, Marla Dukharan



# CEC operates as a high-velocity economic multiplier, converting international business investment into liquidity across domestic business channels.

## Salaries Replace Construction to Generate Impact

USD millions



Source: CEC, Marla Dukharan

### THE DAILY INFUSION

An annual footprint of USD 152.3 million means CEC's operations are pumping over *USD417,260 directly into the Cayman economy every single day*, 365 days a year.

### DOMESTIC RETAIL VELOCITY

The USD51.6 million injected via salaries circulates nearly *USD1 million every single week* through Caymanian businesses, pouring purchasing power directly into local utilities, supermarkets, gas stations, retail spaces, restaurants and other businesses.

### THE CEC ECOSYSTEM MATURES

Local consumption from salaries paid within the SEZ has *doubled since 2021*. This rapid acceleration marks a structural shift: the ecosystem has transitioned past its initial, temporary construction phase into a mature, deeply embedded, and sustainable source of domestic purchasing power.

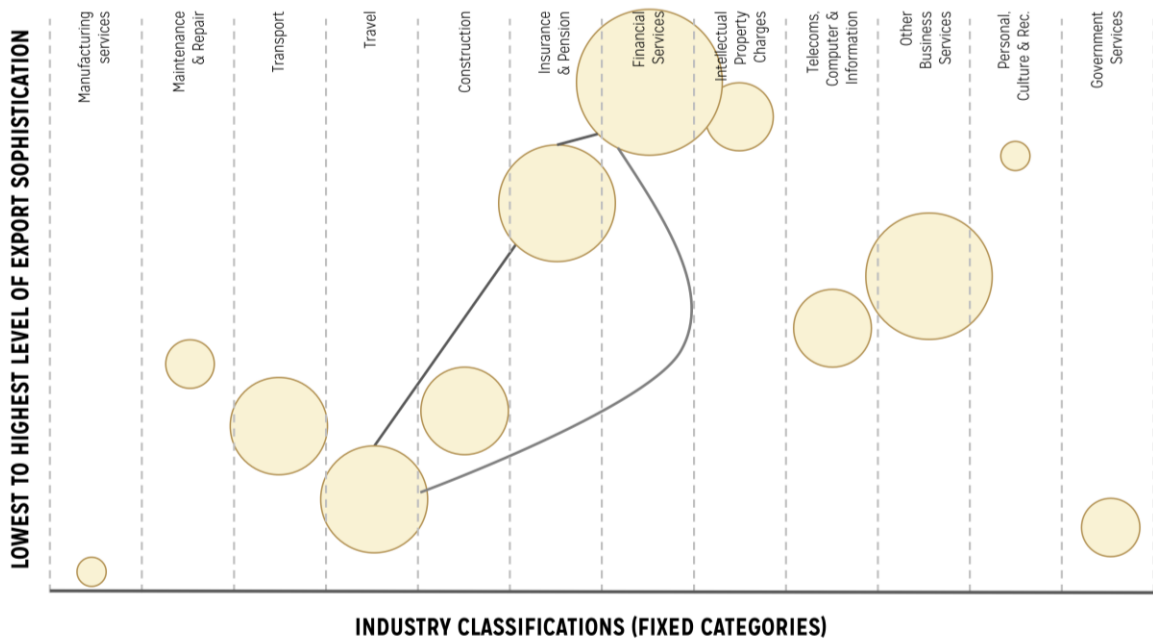
## CAYMAN'S ECONOMY IS IN A STATE OF STRUCTURAL FRAGMENTATION

Normally, an economy grows slowly by stepping one tiny branch at a time into industries that share the exact same entry-level labour skills, rules, and local equipment. These industries are typically located “nearby” on the chart below. For Cayman, this rigid rule means being permanently locked within a repetitive cycle of tourism and traditional financial services, and almost no interlinkages between other sectors.

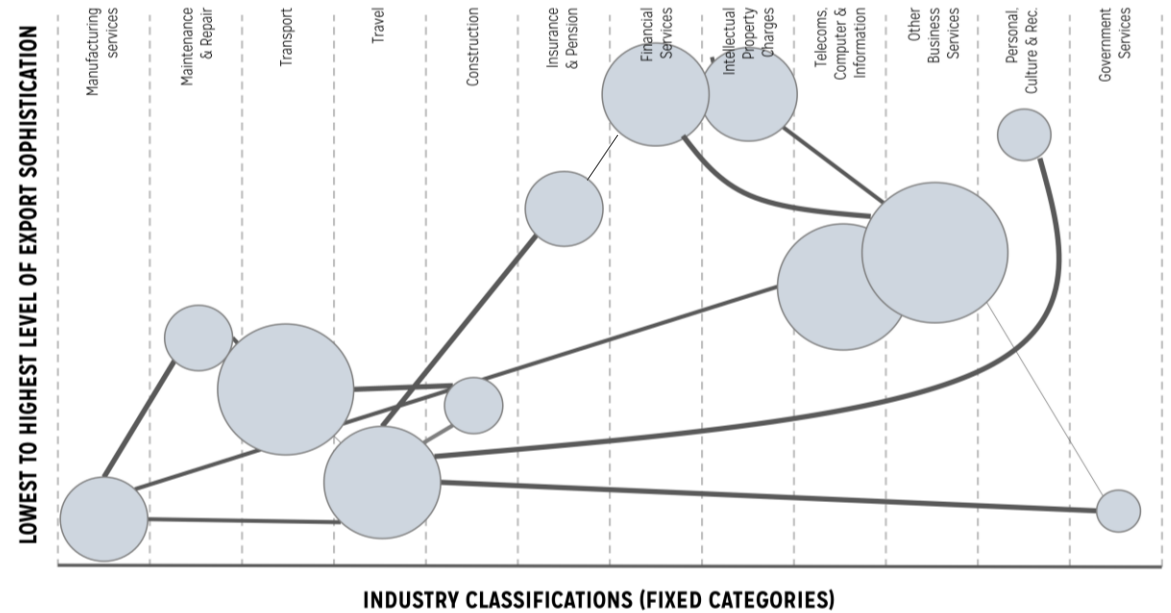
Thicker lines mean stronger interconnections. Cayman has almost no lines.

**Metcalfe's Law: The systemic value of a network is proportional to the square of the number of connections.**

### INTERCONNECTEDNESS OF THE CAYMAN ECONOMY



### INTERCONNECTEDNESS OF THE GLOBAL ECONOMY



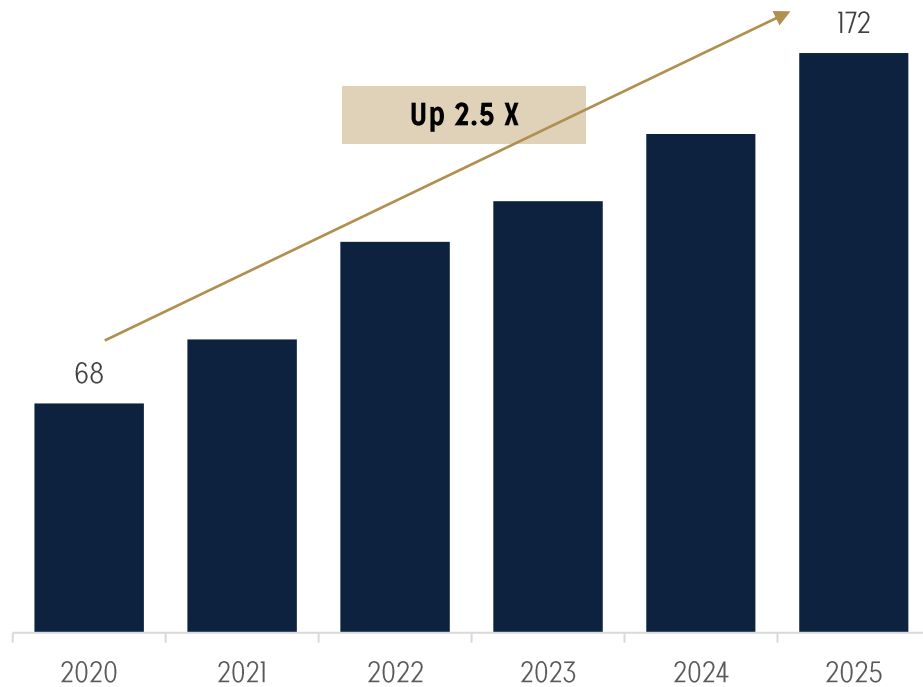
### THE SPECIAL ECONOMIC ZONE PROVIDES A STRUCTURAL SHORTCUT

The SEZ operates as a deliberate intervention. Instead of waiting decades for these advanced capabilities to naturally develop locally, the zone builds immediate, high-capacity bridges that shortcut the entire process. By importing ready-made corporate networks, the ecosystem has planted Caymanian flags directly into the world's most sophisticated, and highly connected knowledge networks. CEC provides the Cayman Islands with a path to high-sophistication growth and stronger economic interconnectedness.

# 61% of Caymanian/PR employees in the Zone are in professional and leadership roles

## Growth in Jobs for Caymanians/PRs

Number of Caymanian/PR Employees at SEZC

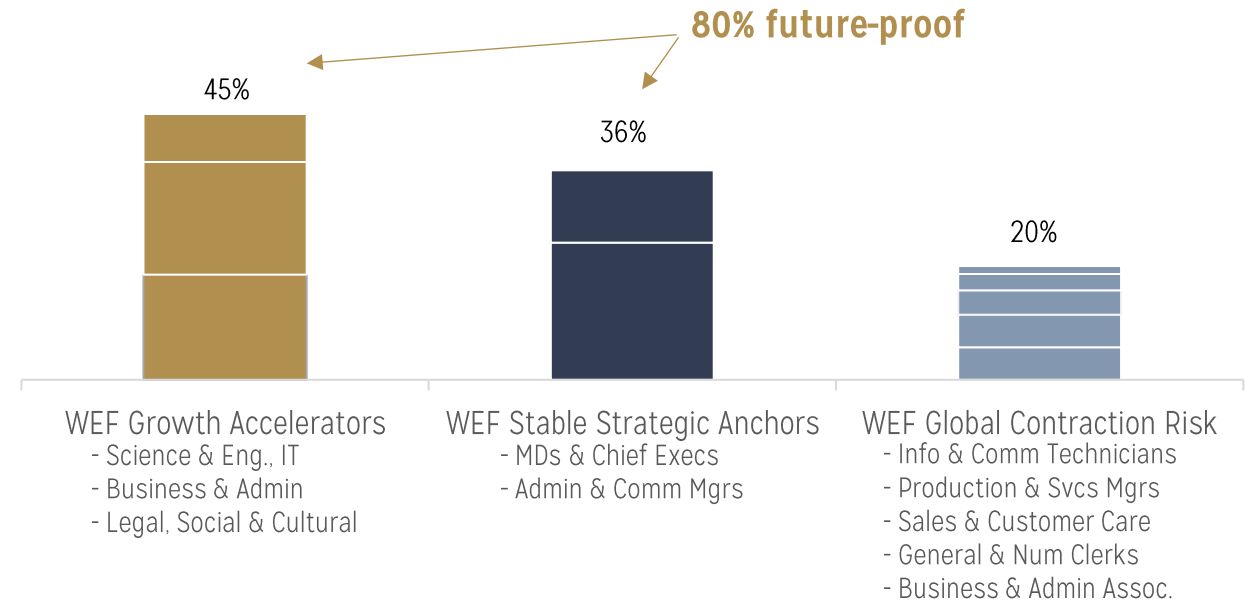


Source: World Economic Forum, Future of Jobs Report 2025, Marla Dukharan

The Zone isn't employing Caymanians at the edges of the knowledge economy. It's putting them at the center of it. Caymanians in the Zone work where the world is headed. The top three categories by employment share all map to World Economic Forum (WEF) growing sectors.

## Caymanian/PR Zone Employment by Role

Percentage of Caymanian/PR Employees at SEZC



Source: World Economic Forum, Future of Jobs Report 2025, CEC, Marla Dukharan

# Cayman is 4.3 years behind where its wealth says it should be. Enterprise Cayman is working to close that gap.



SPS ALIGNMENT

EDUCATION 1 +

EDUCATION 2

## THE STRUCTURAL DEFICIT

At a GDP per capita of USD99,141, expected schooling is *17.9 years*. Cayman's observed value is *13.6 years*, indicating a critical 4.3-year gap in human capital potential.

## Localizing STEM Opportunity

When high-quality STEM careers exist locally, students have a reason to pursue tertiary education **without having to leave Cayman to find work** that uses their degree. CEC is the only employer in Cayman that can absorb this talent at scale.

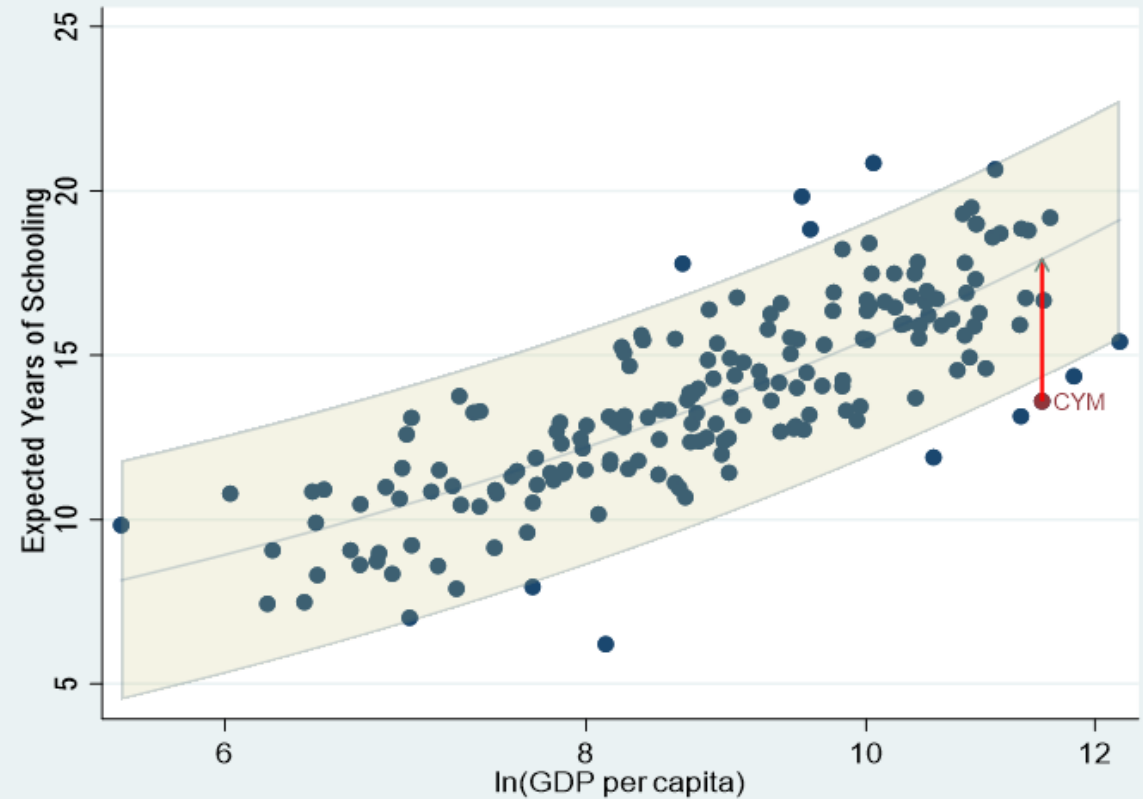
## Visibility Through Internships

University-CEC internships give students a direct line of sight to graduate-level careers. That visibility increases the probability they continue into postgraduate study, compounding the effect over time.

## The Multiplier of Affordability

High-paying roles within the Zone give employees the financial runway to pursue longer education paths. By funding key skills training, EC compounds returns from national schooling efforts.

## EXPECTED YEARS OF SCHOOLING VS GDP PER CAPITA



Source: ESO, UN, Marla Dukharan

# Enterprise Cayman is deploying increasing capital on training and skills development for Caymanians.



SPS ALIGNMENT

ECONOMY 2

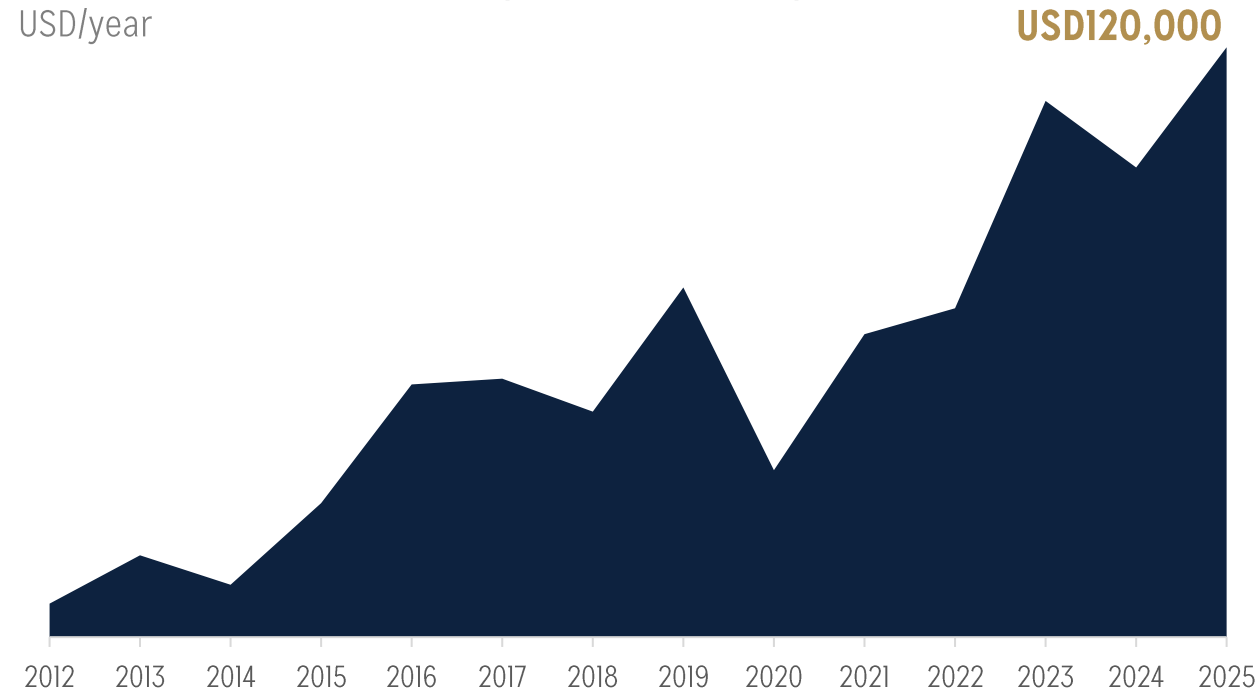


EDUCATION 5

USD750,000+ deployed over 14 years, 2025 was the highest investment level on record.

## Enterprise Cayman Program Spending

USD/year



Source: Enterprise Cayman, Marla Dukharan

### 2,518 residents engaged

Direct participation across 84 structured programs, workshops, and high-impact tech events.

### USD18,000+ in Direct Prizes in 2025

Capital returned directly to the domestic entrepreneurship ecosystem via milestone and hackathon awards.

### Significant Zero-Cost Access

1:1 expert access, technical career guidance, and advanced workshops delivered at no cost to participants.

### Investing USD46.75 per Participant

Enterprise Cayman has nearly doubled its spending per participant, up 85% over the last 2 years.

# A Caymanian Success Story. Local Innovation Deployed for the Nation.



SPS ALIGNMENT

ECONOMY 9



EDUCATION 3



### October: The Brief

Enterprise Cayman and CICSS co-hosted the Tech Futures Week Hackathon: 22 participants competed to design a career platform using real Cayman job market and cost-of-living data. One concept won the USD5,000 prize.

### November: The Build

"Making It Real" (two sessions): Expert developers took the winning prototype and built it into a functional product – real code, real data, ready to ship.

### December: The Launch

FutureMe Cayman goes live. A free career mapping tool for Caymanians – and a policy delivery instrument that gives the Cayman Islands Government real-time labour market intelligence.

10 weeks from hackathon brief to live government deployment.

Built for Cayman's people by Cayman's Innovators to inspire action, opportunity and growth now and into the future.

Partnership Foundation



# The Business Design Competition has become Cayman's first founder-funder pipeline.



SPS ALIGNMENT |

ECONOMY 2 +

ECONOMY 3

## EC's Business Design Competition...

*"Initially, we supported innovators in getting their projects investor-ready... but we realized there were not enough active investors on-island to ultimately feed into and fund all these projects."*

## ...is now a full-stack ecosystem

Enterprise Cayman intentionally evolved the framework. By creating dedicated educational pipelines and structured programs for investors, the competition now bridges the capital gap directly, connecting validated Caymanian founders with active, targeted capital networks.

- Alyssa Manderson, Enterprise Cayman Programmes Director

## 2025 Highlights

21

submissions received

USD18k

Prize pool + in-kind support USD8,000+

## 2021-2025 Highlights

43

Cayman-born business ventures

~USD80k

in seed funding awarded

# The Return of Caymanian Talent: Domestic innovation ecosystems reverse the historical brain drain, bringing highly specialized Caymanian talent back to the island.



SPS ALIGNMENT

ECONOMY 3



EDUCATION 9



**Michael Boucher** is a McMaster/Waterloo-trained Caymanian software engineer employed at East Coast Asset Management SEZC

"10 years ago, when I left the island, I really wasn't sure that there would be jobs for me to come back to as an engineer. And now it feels like it's only the beginning. If CEC hadn't been there, for my specific circumstance, it's likely that I would have stayed in Canada... Having such a dense concentration of companies gave me the confidence to pursue employment on the Island during the final months of my degree and I was able to secure a job in the SEZ within weeks of graduating.

There are so many different companies under the Zone umbrella... If I go to an event, the range of things that are happening is astounding. There is so much that we can do here, and now we can move in a way that leverages our unique strengths... It's worth building up the Cayman Islands. It's such a special place."

## Michael consistently leveraged the EC ecosystem

### Staying Engaged

Maintains relationships during Master's studies abroad.

### Software Engineer Position in Cayman

Secured a full-time role through CEC and chose to build his career at home.



### Internship: Age 21

First contact via summer internship placement.



### Tracking Opportunities

Monitors job postings and mailing list opportunities, keeps a customizable CV ready



# High-Value Career Pipelines: Anchoring Caymanian Talent in Global Growth Sectors.



SPS ALIGNMENT

ECONOMY 3



EDUCATION 9

## CAYMANIAN SUCCESS STORY



### BRAIN DRAIN REVERSAL

## Marc Ricketts

16-Year-Old IT Intern at CEC

*Marc Ricketts, 16, is pursuing computer science. His internship at CEC's IT department gave him a clear direction. He's planning to study abroad and he's already planning to return to Cayman.*

Read Marc's full story [here](#).

**30 opportunities posted in 2025 on EC's Jobs portal means 2-3 new opportunities were added each month.**

### PREMIUM WAGE ALIGNMENT

## Top 20% Earnings

*50% of portal postings map to the top tier of Caymanian earners (>KYD6,000/month), in the nation's most recent Occupational Wage Survey data.*

### FUTURE-PROOF OPPORTUNITY

## 57% Growth Categories

*A majority of opportunities are anchored in **WEF-upward categories**: Software Engineering, Compliance Management, and Systems Analysis.*

Source: Enterprise Cayman, ESO, WEF, Marla Dukharan Portal posts audited via EC 2025 Portal Logs

# Quality of Life Survey: Weakness in Employment and Job Quality



SPS ALIGNMENT

HEALTH 7



ENVIRONMENT 7

CEC permits require employer sponsorship and sector fit. It is the only immigration pathway that selects specifically for knowledge-economy employment, creating Caymanian access to internationally connected, higher-value careers.

86.1

Economic & Sovereign Safety

## TRANSMISSION

Attracts FDI and export-oriented revenue, diversifying government income streams.

## THE DIVIDEND

Shields public funds from global shocks and improves long-term economic security.

85.5

Material Living Conditions

## TRANSMISSION

Injects salaries into the local retail and vendor supply chain multipliers.

## THE DIVIDEND

Boosts household disposable income and raises national living standards.

83.7

Health & Wellness Outcomes

## TRANSMISSION

Funds comprehensive health plans and stabilizes personal income for insurance.

## THE DIVIDEND

Reduces pressure on public health resources and promotes community wellness.

80.9

Employment & Skill Quality

## TRANSMISSION

Creates knowledge-intensive jobs and high-value career paths for locals.

## THE DIVIDEND

Expands professional opportunities and bridges the human capital gap.

74.9

Environment & Natural Living

## TRANSMISSION

Minimizes physical land footprint relative to high economic output.

## THE DIVIDEND

Preserves island resources and mitigates pressure on landfill and energy.

# Conclusion - Cayman Enterprise City (CEC) and Special Economic Zone Companies (SEZCs) Represent Cayman's Third Economic Pillar

The Tourism and Financial Services sectors are known as Cayman's two pillars of the economy. This story is incomplete and increasingly inaccurate. It ignores the highly progressive, sophisticated, and increasingly meaningful contribution of CEC and SEZCs to the people of the Cayman Islands.

CEC SEZCs have planted Caymanian flags directly into the world's most sophisticated, and highly connected knowledge networks and an accelerated path to high-sophistication growth and stronger economic interconnectedness.

The Business Design Competition has become Cayman's first founder-funder pipeline. This should be celebrated!

Cayman has a critical 4.3-year gap in human capital potential which Enterprise Cayman is actively working to close.

Since 2012, this single entity has contributed over USD1.23 billion to the progress of the people of the Cayman Islands via direct investment in bricks and mortar, and importantly, through direct spending in the economy and compensation to employees.

There is no other private entity that annually calculates and publicly reports its contribution to the country.

No other single entity in the country has this level of global reach in high-growth sectors - 444 Global companies in high-tech and specialized sectors / industries.

Local consumption from salaries paid within the SEZ has **doubled since 2021**.

Furthermore, World Economic Forum surveyed 1,000+ employers across 22 industries to map the roles growing fastest by percentage. Cayman's SEZ hosts **every single one**.

# What the Cayman Islands has already achieved against its 2026-2028 Strategic Policy Statement.

4 Broad Outcomes. 11 Specific Outcomes. Verified 2025 Operational Data.



## ECONOMY

4 Specific Outcomes Met

**\$152.3M**

Annual Economic Footprint (\$417,260 per day) injected directly into the marketplace.

**164 Firms**

Local businesses actively engaged and supported through high-velocity procurement.

**43 Ventures**

Cayman-born business ventures awarded ~\$80k in seed funding since 2021.

ALIGNS WITH: SO 1, 2, 3, 9



## EDUCATION

5 Specific Outcomes Met

**2,518**

Residents engaged across 84 specialized technical and creative programs.

**61% Lead**

Caymanians in professional or leadership roles; 80% in future-proof categories.

**\$750K+**

Direct investment into skills, training, and human capital over 14 years.

ALIGNS WITH: SO 1, 2, 3, 5, 9



## HEALTH

1 Specific Outcome Met

**USD602K+**

Health insurance premiums paid by SEZ employers, since 2022, reducing pressure on public health infrastructure.

**Quality of Life**

Structural mitigation of income vulnerability through knowledge-sector employment.

**Wellbeing**

Supporting SO7 through comprehensive private sector healthcare contributions.

ALIGNS WITH: SO 7



## ENVIRONMENT

1 Specific Outcome Met

**444 Nodes**

Global companies operating within high-density, low physical-footprint infrastructure.

**High Intensity**

Maximizing economic output per acre, reducing pressure on national land resources.

**Sustainability**

Addressing SO7 via sustainable density and resource-efficient physical footprints.

ALIGNS WITH: SO 7

# SPS Alignment Reference: Mapping of Presentation Assertions

Cross-reference mapping deck badges back to the Cayman Islands Government's 2026-2028 Strategic Policy Statement outcomes.

SPS Badge	SPS Specific Outcome (Verbatim Text)	Verified 2025 Operational Evidence
<b>Broad Outcome: A Diversified, Resilient Economy that Supports Prosperity and Innovation</b>		
<b>ECONOMY 1</b>	"Foster globally competitive financial, maritime and aviation services sectors underpinned by robust, transparent regulatory frameworks."	Demonstrably anchors a dedicated Maritime & Aviation Park hosting 14 active sector firms (including Antilles Shipping, Gama Aviation, and TAG Aviation) employing 44 specialized personnel.
<b>ECONOMY 2</b>	"Cultivate a resilient, inclusive and diversified economic centre by strengthening local commerce and empowering entrepreneurship."	164 local firms engaged; USD 51.6M salary-driven local consumption; Business Design Competition pipeline awarding ~USD 80K in seed funding.
<b>ECONOMY 3</b>	"Position the Cayman Islands as a centre of excellence for technology and healthcare."	444 global companies in high-tech and specialized fields; 61% of Caymanian/PR employees in professional and leadership roles.
<b>ECONOMY 9</b>	"Advance long-term economic development through a national strategy supported by robust data collection, analysis, and foresight to enable sustainable growth."	FutureMe Cayman: custom platform infrastructure built on real Cayman job market and cost-of-living data, delivering real-time labour market intelligence directly to CIG.
<b>Broad Outcome: Education, Immigration, and Workforce Development</b>		
<b>EDUCATION 1</b>	"Ensure equitable access to a quality, well-rounded education system at all stages of learning."	Direct countermeasure to Cayman's 4.3-year gap in expected schooling vs. GDP per capita by creating on-island access to graduate-level specialized career paths.
<b>EDUCATION 2</b>	"Enable a modern, relevant, and future-focused education system."	STEM career visibility via university internships; high-paying SEZ roles provide financial runway for continued education; EC funds skills training compounding national schooling returns.
<b>EDUCATION 3</b>	"Develop and implement holistic and effective pathways to transition Caymanians from education or unemployment to employment."	FutureMe Cayman: free career mapping tool for Caymanians, built from hackathon brief to live government deployment in 10 weeks; 177 interns placed since 2012.

SPS Badge	SPS Specific Outcome (Verbatim Text)	Verified 2025 Operational Evidence
<b>EDUCATION 5</b>	"Develop and implement a national workforce strategy and human capital plan, including a national qualifications framework."	USD 750K+ deployed over 14 years in skills training, culminating in a record USD 120K in 2025 across 84 structured programs and technical workshops.
<b>EDUCATION 9</b>	"Create pathways to encourage more Caymanians to pursue careers in healthcare, technology and other emerging industries."	172 Caymanians/PRs active in the Zone (up 2.5x since 2020); 57% of job postings map to WEF growth categories.
<b>Broad Outcomes: Health and Social Development</b>		
<b>HEALTH 7</b>	"Develop and maintain community wellness initiatives to reduce the incidence of preventable chronic illnesses."	USD 602K+ in health insurance premiums paid by SEZ employers (2022–2025); USD 183K in 2025 alone, removing structural strain from public healthcare safety nets.
<b>Broad Outcomes: Housing, Infrastructure and Environment</b>		
<b>ENVIRONMENT 7</b>	"Develop and implement a sustainable, cost-effective waste management strategy and plan."	High-density, low-footprint model generates USD 152.3M in economic output on a fraction of traditional land mass, mitigating sprawl-driven waste pressures.

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