

CAYMAN ENTERPRISE CITY  
Socio-Economic Impact  
Assessment 2023

April 1, 2024  
by Marla Dukharan

MD

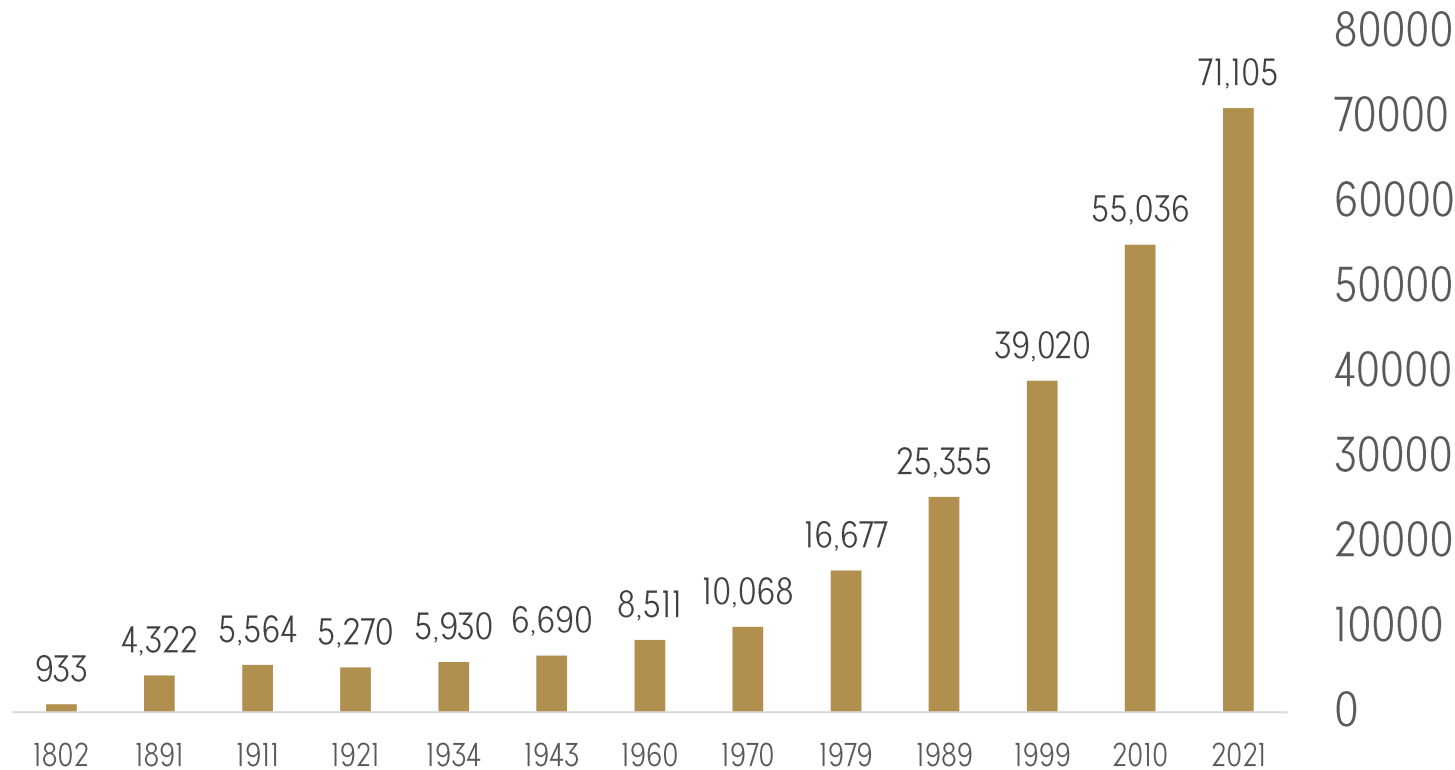
Caymanian resourcefulness and private sector-led innovation have been the driving force behind the islands' outstanding socio-economic success.

The following economic impact assessment of Cayman Enterprise City, demonstrates that Cayman's private sector is poised to deliver even greater achievements.

# Anyone born in the Cayman Islands in the 1970s would have seen the population grow 7 times over during their lifetime.

## Population of the Cayman Islands

Census Data, Number of Inhabitants



Source: ESO Census 2021, Marla Dukharan

There were only 10,068 residents in the Cayman Islands in 1970.

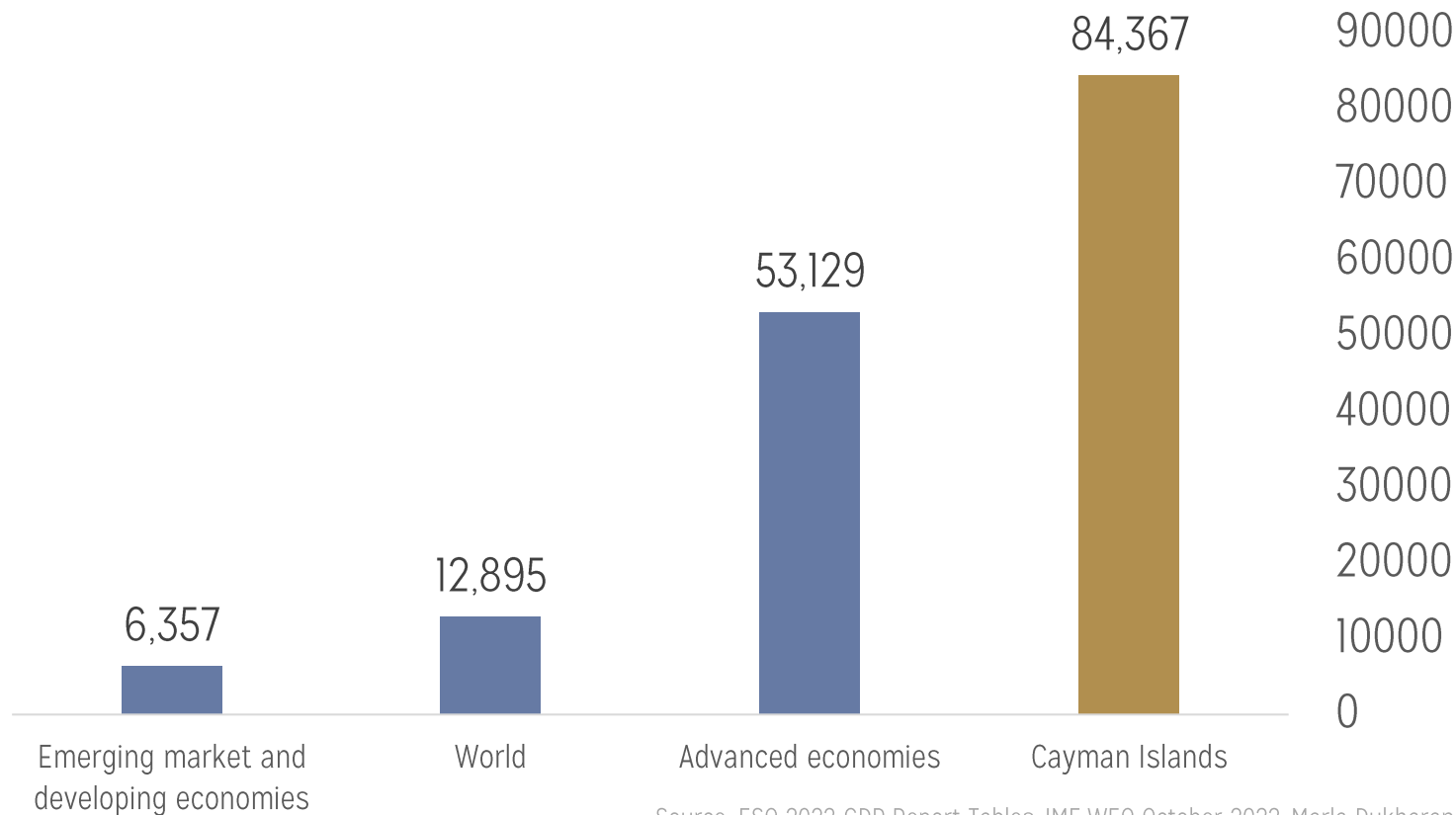
If that same level of growth had occurred in the United States there would be over 1.4 billion people living there now, and we can only imagine the economic chaos that would have brought.

But the story in the Cayman Islands is one of success...

# A thriving private sector that strives to constantly innovate is at the heart of the Cayman story of growth and development.

## GDP per Capita, 2022

In current US Dollars



Source: ESO 2022 GDP Report Tables, IMF WEO October 2022, Marla Dukharan

How did Cayman achieve this level of success?

Over the course of the last 5 decades, the Cayman Islands has continuously developed products and services that respond to what the market is demanding, turning the nation into a leader in a range of service exports in high value sectors.

# Cayman Enterprise City underpins the next generation of Cayman innovation and dynamism.

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Economic Impact 2023:

**USD130 million**

Accumulated Impact Since Inception:

**USD937 million**

With an economic impact of USD130 million in 2023, contributing just under USD1 billion to local economic activity in 12 years since inception, Cayman Enterprise City is helping the nation to diversify economically, in terms of sectors and jobs, ensuring locals have economic and employment opportunities that match the nation's progress.

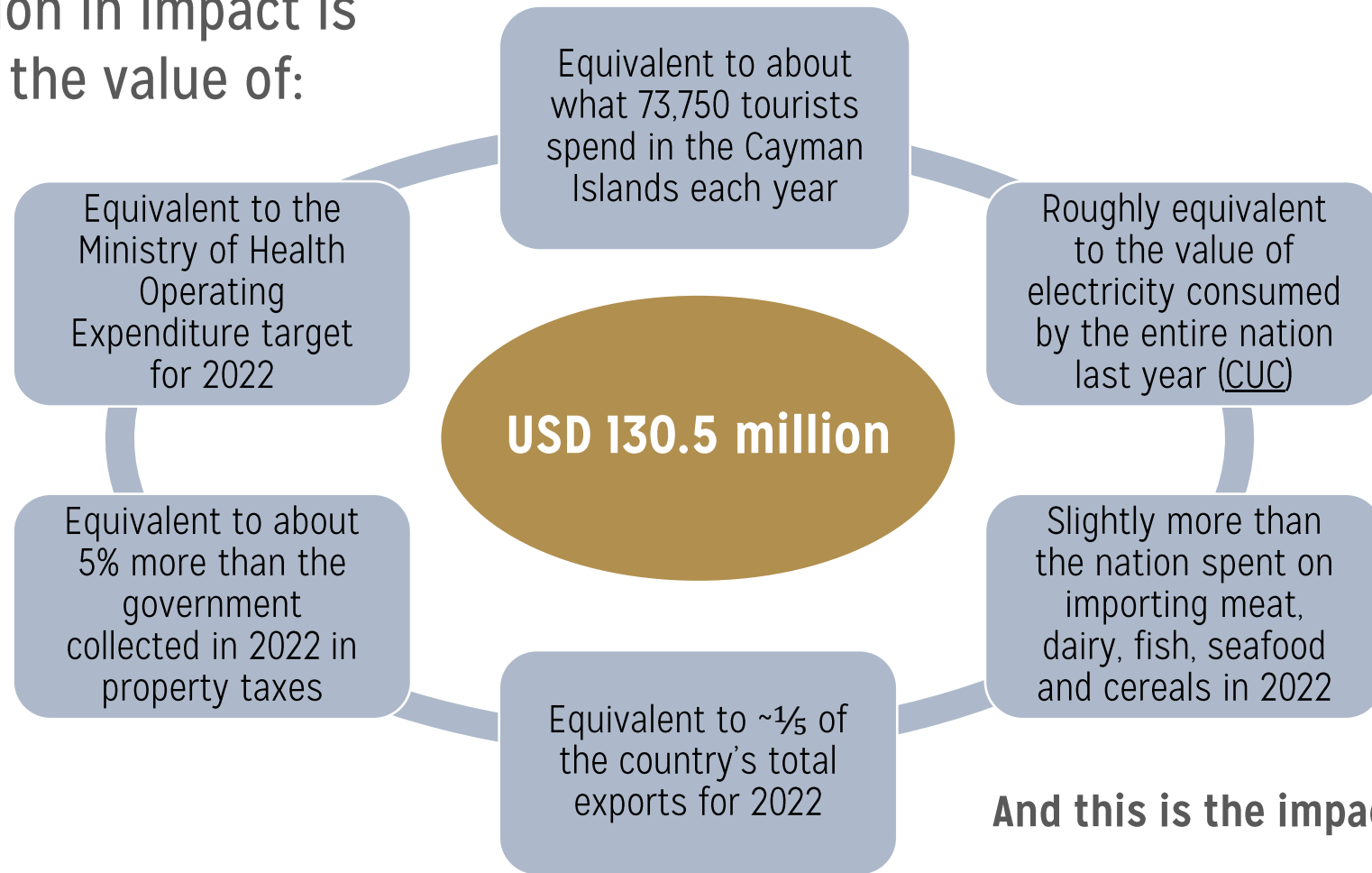
Cayman Enterprise City's economic impact since inception nears USD1 billion.

# Cayman Enterprise City's (CEC) economic impact was USD130.5 million in 2023.

IN MILLIONS OF USD	DIRECT IMPACT	INDIRECT/INDUCED IMPACT	GOVT REVENUES	TOTAL IMPACT
CEC spending in the local economy	7.8	0.0	0.0	7.8
Local consumption from salaries	36.2	0.0	0.0	36.2
Attorney and Registered Office fees	0.9	0.0	0.0	0.9
Setup and Annual Renewal Fees	0.0	0.0	1.2	1.2
Real Estate	36.7	33.7	2.7	73.1
Construction	4.2	6.6	0.3	11.1
<i>Total</i>	<i>85.8</i>	<i>40.3</i>	<i>4.3</i>	<i>130.5</i>

# The effects that CEC has had on the local economy are deep and far-reaching. But before we explore that, let's bring the USD130 million impact into context.

A USD130 million in impact is equivalent to the value of:



**And this is the impact in a single year.**



# CEC's economic impact in 12 years since inception is USD937 million.

IN MILLIONS OF USD	DIRECT IMPACT	INDIRECT/INDUCED IMPACT	GOVT REVENUES	TOTAL IMPACT
CEC spending in the local economy	60.3	0.0	0.0	60.3
Local consumption from salaries	208.9	0.0	0.0	208.9
Attorney and Registered Office fees	6.5	0.0	0.0	6.5
Setup and Annual Renewal Fees	0.0	0.0	9.1	9.1
Real Estate	290.7	267.5	21.0	579.2
Construction	27.7	43.2	2.2	73.1
<i>Total</i>	<i>594.2</i>	<i>310.7</i>	<i>32.3</i>	<i>937.2</i>

# Putting CEC's USD937 million impact into context: How does CEC's impact over the 12 years since inception compare?

A USD937 million in impact is equivalent to the value of:

Equivalent to about what gov't spent on employee compensation in the last 2 years (2021-2022) ([ESO](#))

Equivalent to ~92% of the amount the gov't collected in Work Permit fees in the 12 years to 2022 ([ESO](#))

Roughly 8% more than the combined value of all the real estate sold in Cayman Islands in 2023 ([CIREBA](#))

**USD937 million**

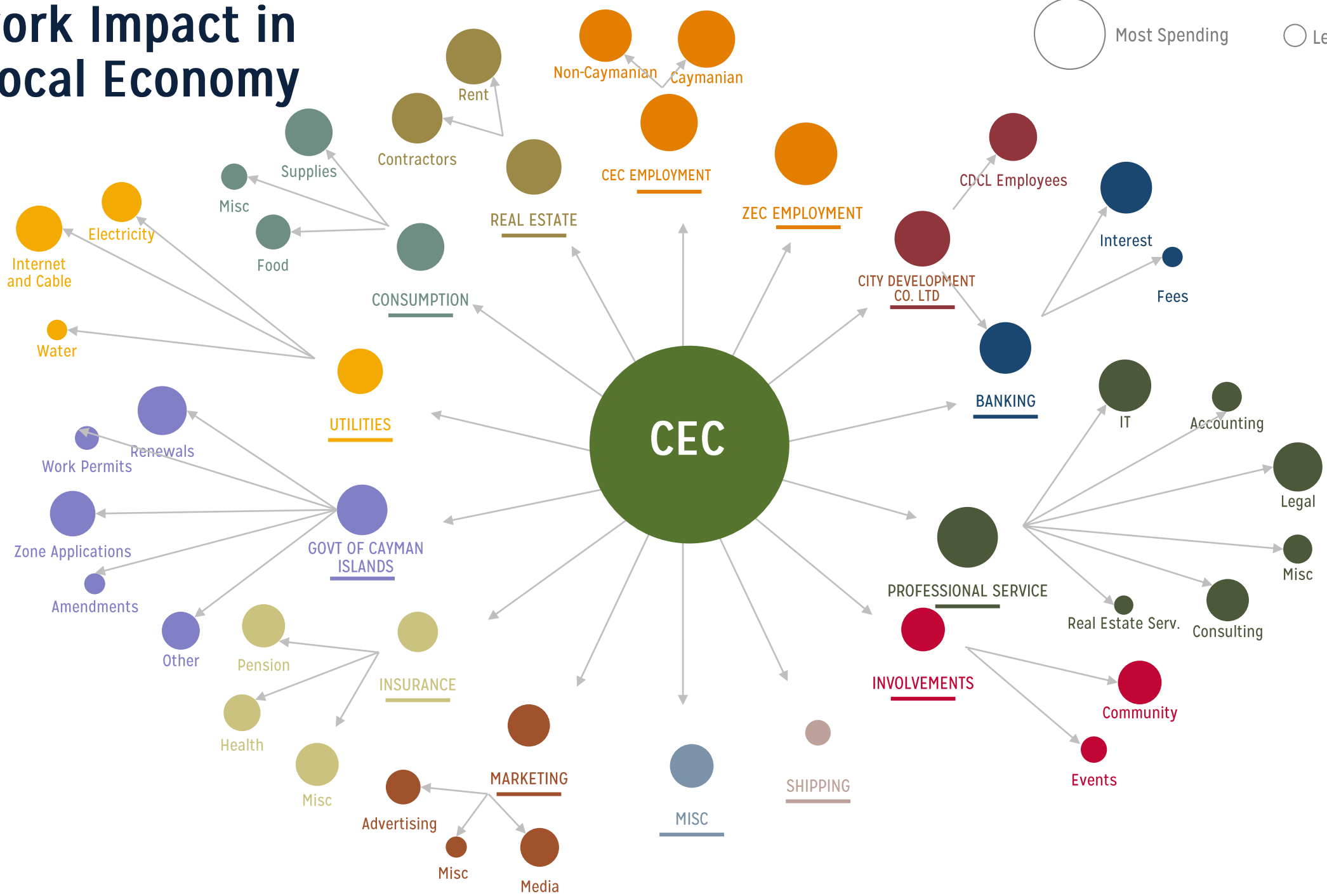
Equivalent to approx 90% of CUC's electricity revenues for 2012-2023

This value is more than the Construction, Wholesale & Retail and Hotel & Restaurant sectors combined generated in GDP in 2022 ([ESO](#))

This value is ~USD11 million more than the total household final consumption of clothing & footwear, communication, health, recreation & culture, and education in 2022 ([ESO](#))

How does Cayman Enterprise City impact the local economy?

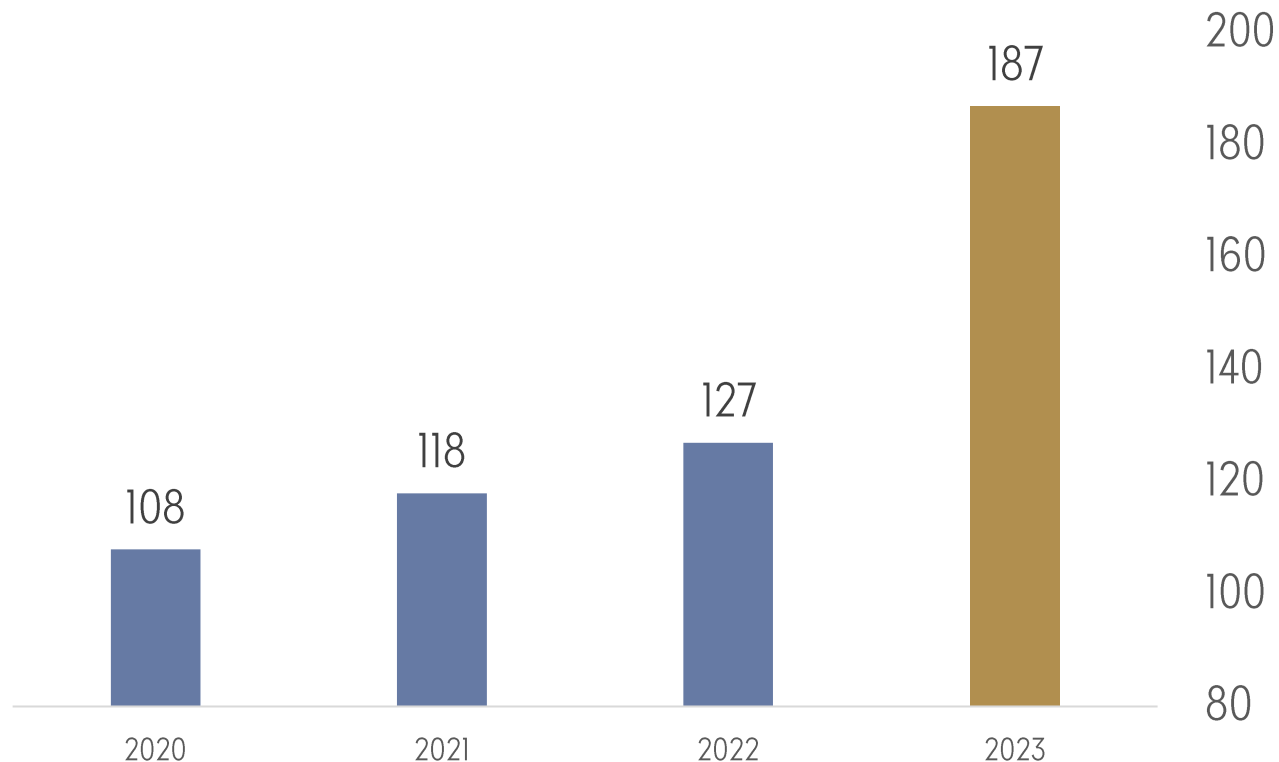
# Network Impact in the Local Economy



# CEC itself is doing business with more local vendors, in addition to the vendors that work with CEC member companies.

## Number of Local Vendors

Vendors



Source: Cayman Enterprise City, Marla Dukharan

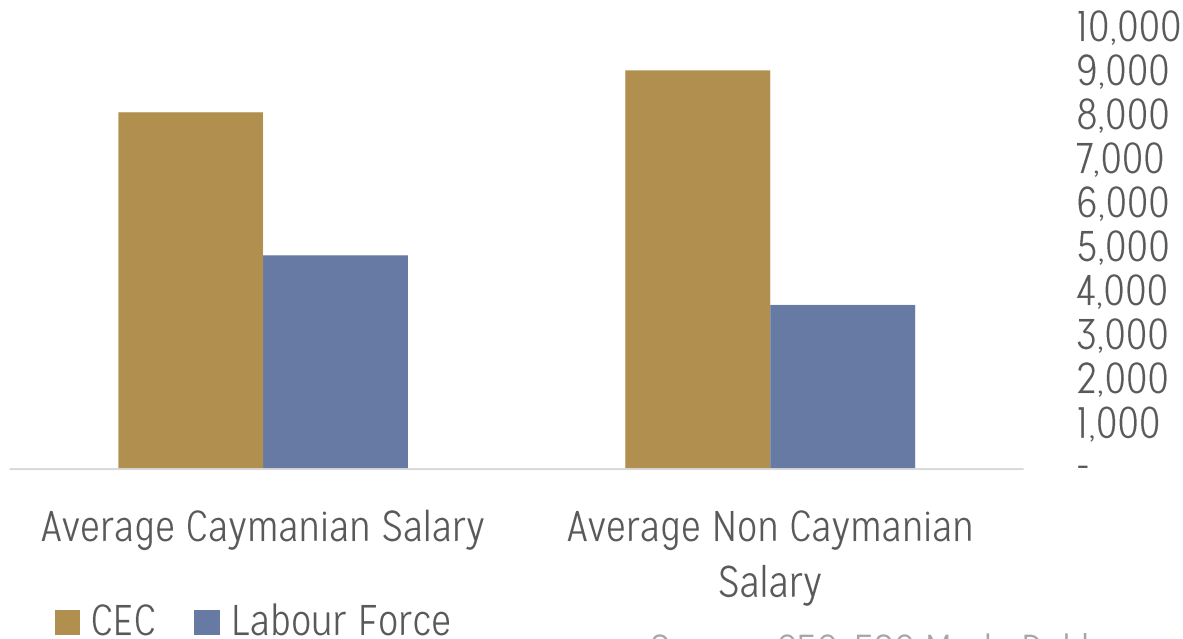
The number of local vendors doing business with CEC has grown from 108 in 2020 to 187 in 2023 - a 73% increase in 3 years!

CEC does business with a variety of sectors locally, which then has a multiplier effect in terms of incomes, jobs, and local spending and consumption.

# CEC member companies provide high-value employment with wages exceeding those of Cayman's labour force on average.

## Average Monthly Earning by Status

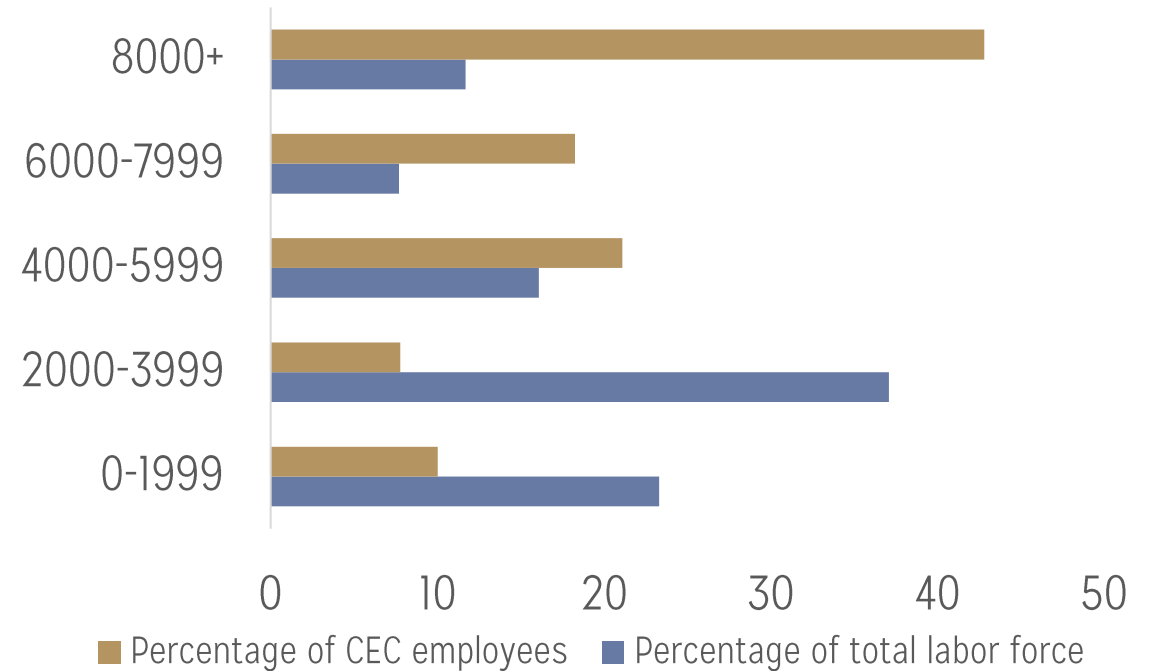
KYD/Month



Source: CEC, ESO Marla Dukharan

## Monthly Earnings of CEC Employees versus Labour Force

Percentage of total employees per monthly wage in KYD

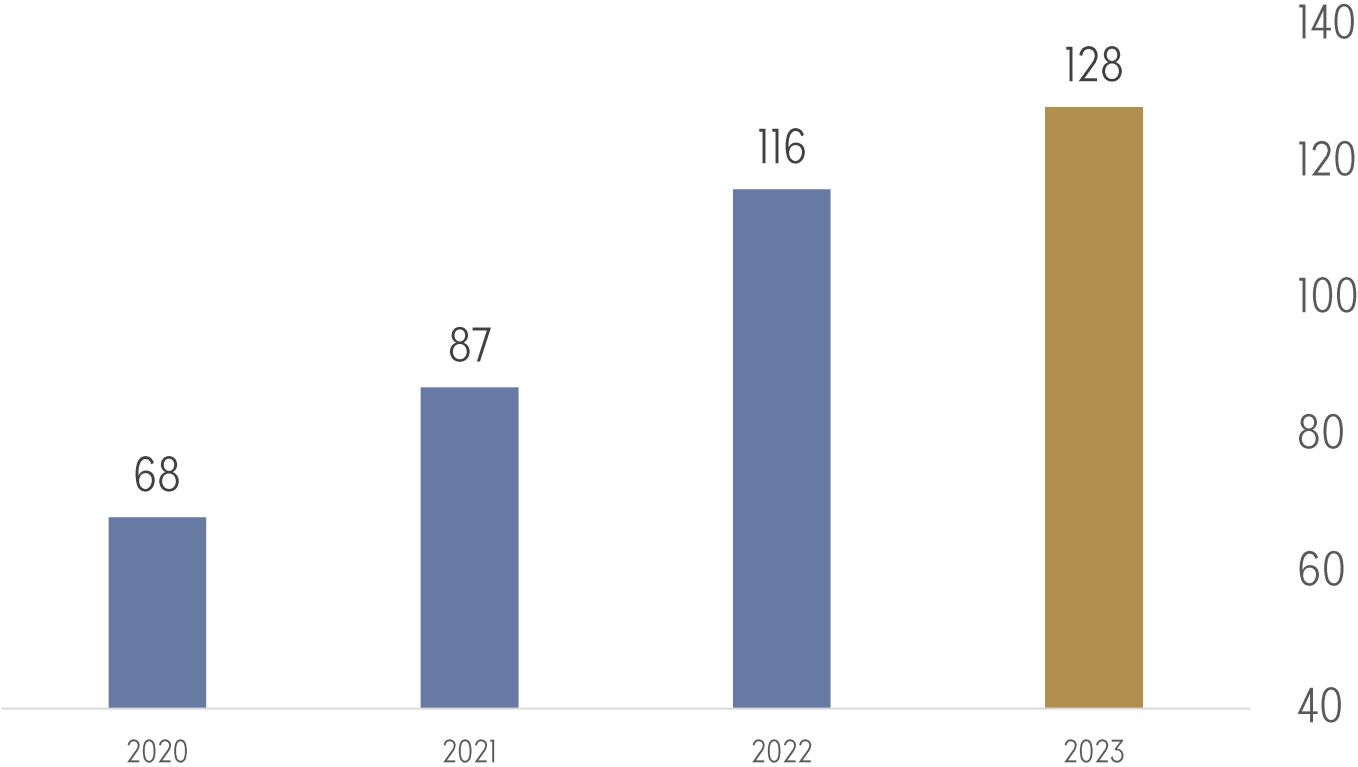


Source: CEC, Marla Dukharan

# More Caymanians and Permanent Residents are gaining employment in CEC's Special Economic Zone.

## Zone Employees PR/Citizens

Number of Employees



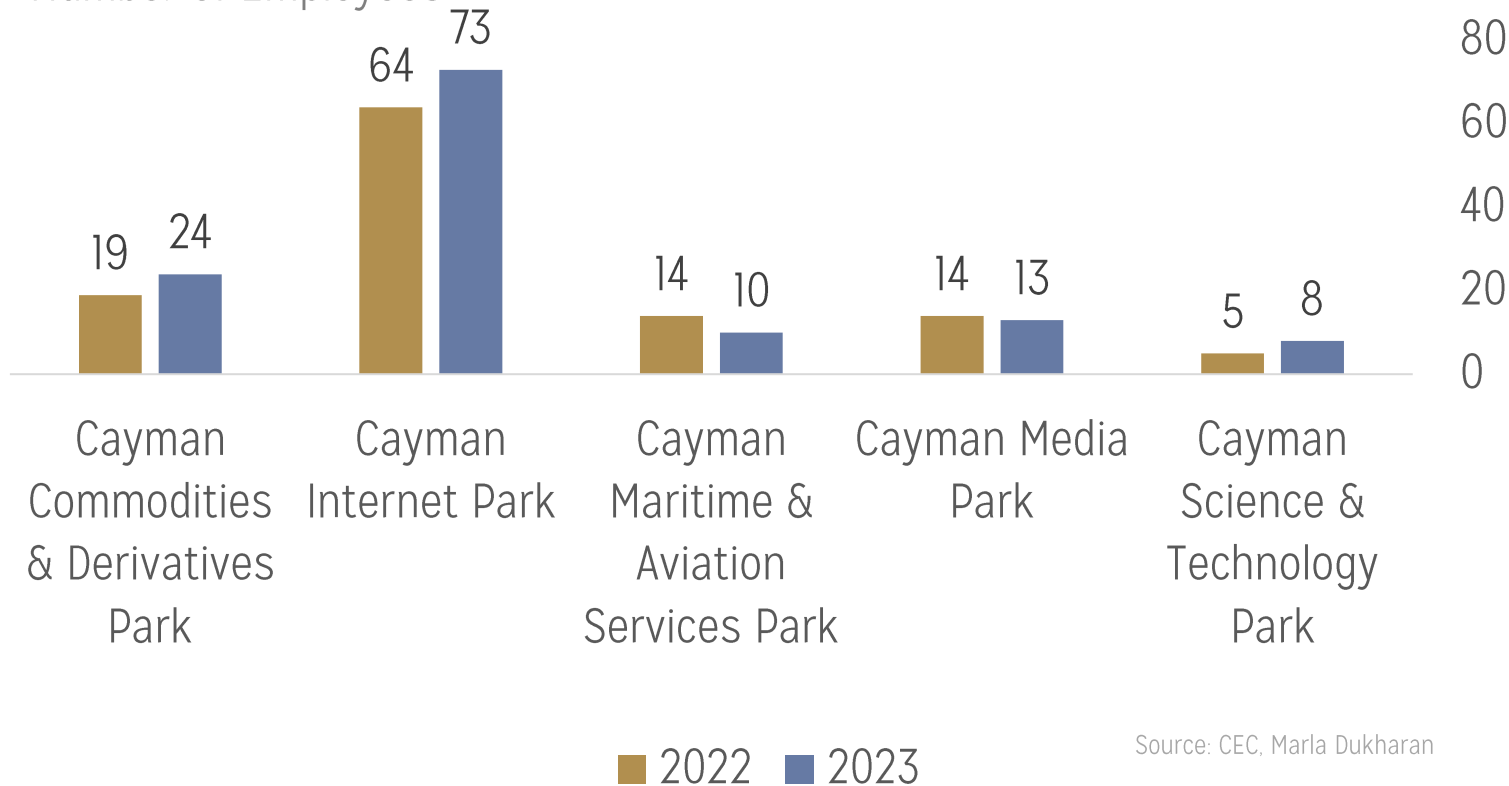
The number of Caymanians/PRs employed at the zone has jumped 88% since they began tracking in 2020, rising to 128 in 2023.

Source: Cayman Enterprise City, Marla Dukharan

# As CEC attracts more companies, it is creating greater employment opportunities for Caymanians.

## Number of Caymanians Employed by Business

Number of Employees



Last year alone, Caymanians employed by CEC member companies increased by 10% y/y.

- High-quality jobs and employment conditions.
- High skill and pay levels
- High work standards

Source: CEC, Marla Dukharan



Creating new pathways in progressive industries  
and sectors with a high social return.

# What is the return in terms of GDP, of these high wage jobs?

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## What is a “Social Rate of Return”?

This metric compares the GDP generated by a sector, to its wage bill.

## What does this tell us?

If a sector’s wage bill is high, the return - in terms of GDP - is expected to be high.

If the returns are low, then hiring more people in that sector is not optimal, given its low GDP return on the investment in wages.

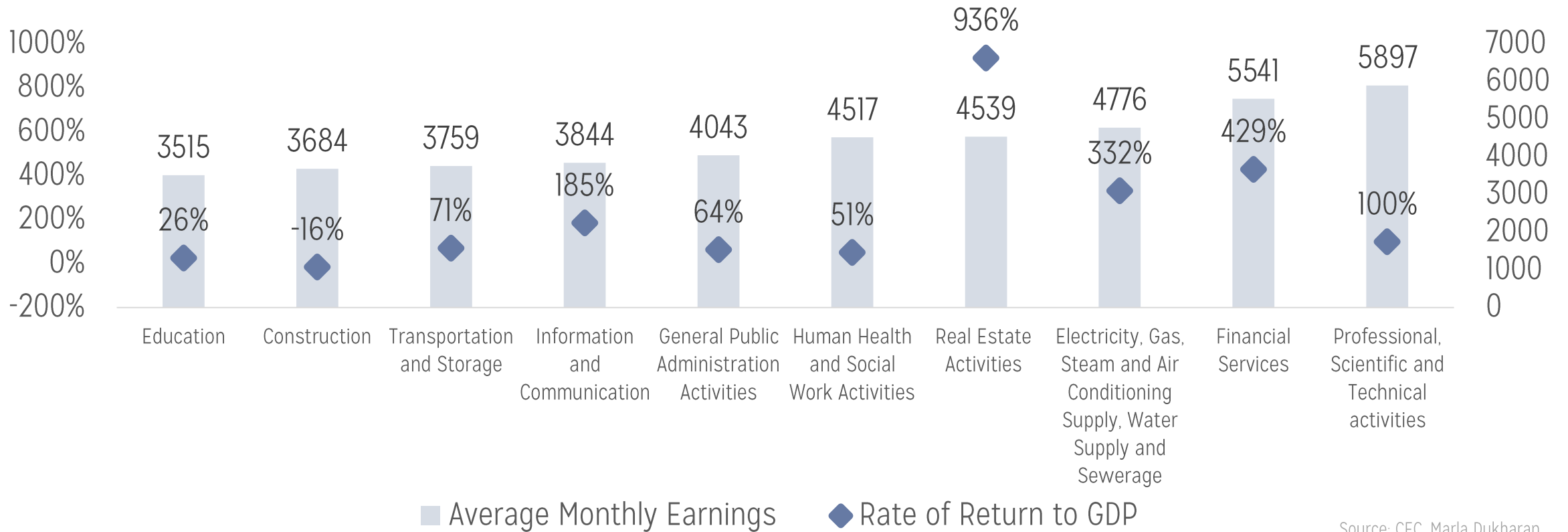
## Formula for calculating Social Rate of Return:

$(\text{GDP} - \text{Wage bill}) / (\text{Wage bill})$  where GDP is at current levels by industry and wage bill is the average annual salary for the industry \* number of workers employed in the industry.

# The sectors with the highest social returns in Cayman are Real Estate, Financial Services, Electricity etc. (utilities), and ICT.

## Rate of Return for Highest Wage Industries

Rate of Return Percentage and Wages in KYD/Month

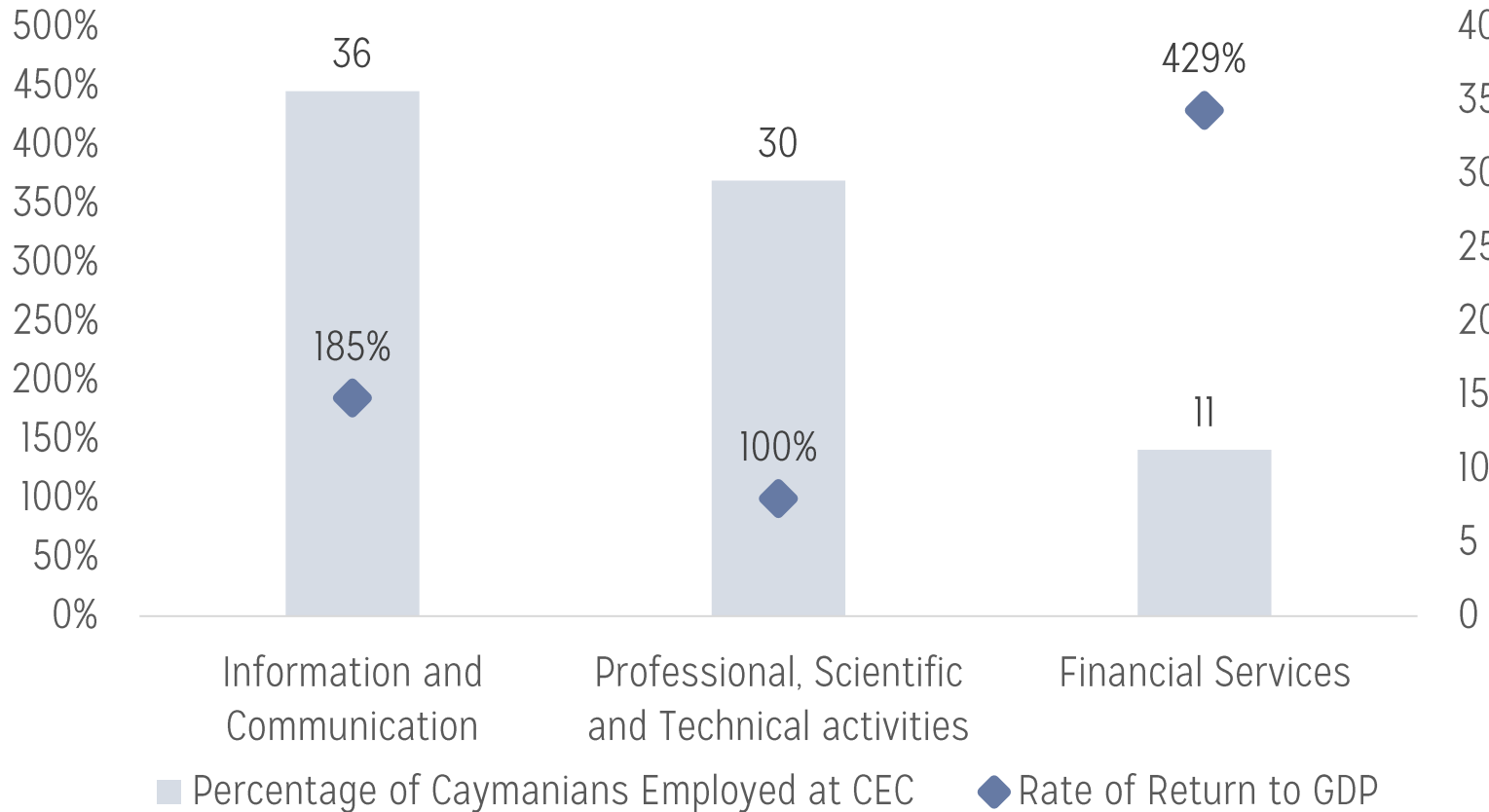


Source: CEC, Marla Dukharan

# 77% of Caymanian-held jobs at CEC member companies, are in sectors with high social returns and increasing global demand.

## Top sectors of employment at CEC member companies

Rate of Return Index and Wages in KYD/Month



Source: CEC, Marla Dukharan

## Why Social Rate of Return matters:

It is not only about the wage that an employee is getting but what they are giving back to the economy given that they receive a high salary.

Jobs at CEC are in skills that give the economy more bang for its buck.

# CEC also supports Cayman’s only “Rising Star” sector, ICT.

## Where are Cayman’s exports growing and how are those markets performing?

	Increasing Global Demand	Decreasing Global Demand
Increasing Export Share	ICT	Travel
		Transport
		Finance and Insurance
Decreasing Export Share	-	-

<b>Rising Star</b>	Service exports that gain market share in a growing market.
<b>Declining Star</b>	Service exports that gain market share in a stagnant market.
<b>Missed Opportunity</b>	Service exports that lose market share in a growing market.
<b>Retreat</b>	Service export that lose market share in a stagnant market.

An economy should seek to expand its exports in dynamic sectors experiencing growth globally. While Cayman’s exports’ share of total world imports for travel, transport and finance service has risen, global demand for these sectors has fallen between 2015 and 2019, meaning they are “Declining Stars”. However, Cayman’s share of world ICT imports is growing, as is global demand for imports in this sector, making it Cayman’s “Rising Star” opportunity.

Source: UN-ECLAC and World Bank Trade Competitiveness Analysis of Nations (TradeCAN), World Bank World Development Indicators, Cayman Economic and Statistics Office

By putting skills first and prioritizing learning, CEC  
is enabling new industries to take root.

# Through Enterprise Cayman, CEC has an important footprint in education and skills training.

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**96 events**

Enterprise Cayman (EC) is a first-mover in private sector-facilitated education and training in the Caribbean, making it a leading force to boost youth participation in the economy.

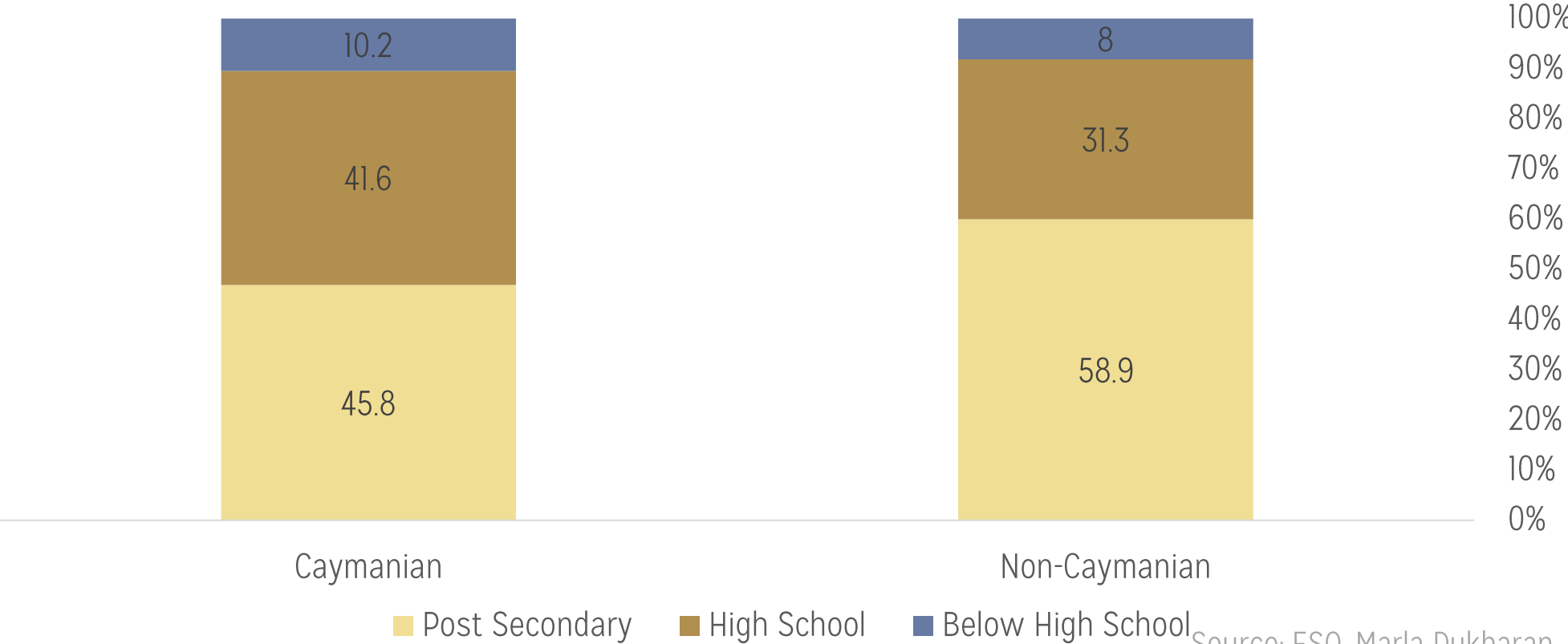
**Total Participation:  
4,226**

Individuals took advantage of 4,226 opportunities to participate in education, training and career development events. Enterprise Cayman is actively reskilling the local workforce, creating a talent pool locally that can meet the demands of the digital transition.

# By offering training in specialized skills, Enterprise Cayman helps to close the gap in higher education for Caymanians.

## Educational Attainment

Percentage





# Education and Training: Crafting the means to create an economic impact at scale.

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## Broadening the local talent pool

1. Preparing youth for skilled or professional jobs.
2. Encouraging educated youth to remain in the Cayman Islands.
3. Raising the aspirations of local youth
4. Providing greater access to advanced technologies.

## Widening access to opportunity

Enterprise Cayman provides access to:

- Facilities, education and training, offers partnerships with universities, and assists youth in integrating into the CEC member companies.
- New technologies, techniques, and markets, thereby improving productivity and promoting innovation.
- Fast-track training, internships, and mentoring of youth facilitates their entry into the dynamic work environment and prepares them to move up the organizational hierarchy.

# Education and Training: Crafting the means to create an economic impact at scale.

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## Tech Talks:

Training and Education on upcoming topics in Tech.

- Crypto
- VC and Digital Assets
- Chat GPT and Deep Fakes
- Consensus 2023 and Market Trends
- Blockchain and Challenges to Crypto
- Privacy in the Digital Age
- Breaking into the Tech Sector
- Machine Learning & AI training
- The Cayman Islands and Crypto Ventures
- Learning about the Cayman Islands Gov't ID Program

## Fin Talks:

Education and Training for careers in Finance.

- Economics: Deflation, liquidity, debt ceiling, growth
- The Potential of AI in Financial Markets
- World of Private Equity
- Central Bank Digital Currencies and Crypto
- Real-World Asset Tokenization
- Quant Investing
- Global Asset Allocation Strategies

# Education and Training: Crafting the means to create an economic impact at scale.

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## **#UniTalks:**

Education and training to inspire innovation and prepare for a changing job market.

- Project management fundamentals
- Mastering the Art of Entrepreneurship

## **Cayman International School Training:**

App Design Course.

- User Experience
- User Interface

## **Support to UCCI**

- STEM summer camp sponsorship
- Facilities Support to UCCI
- Career Fairs
- Sponsorship of UCCI STEM Conference

## **CISCO Networking Academy:**

Certificated courses.

- Networking, Cybersecurity and Operations & IT

# Education and Training: Crafting the means to create an economic impact at scale.

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## Careers Development Bureau:

Cayman Code Academy, Career Information Sessions, Career Development Webinar Series, Training.

- Cybersecurity, ethical hacking
- Basics of software development
- Networking 101
- Foundations of interviewing
- Make the most of your internship
- Financial Literacy
- AI, Education and the Skills Gap
- LinkedIn Optimization
- Web3 Workshop
- Blockchain, cryptocurrencies and NFTs with AI
- Systemic Innovation and Entrepreneurship
- Creating Cross-Platform Widgets

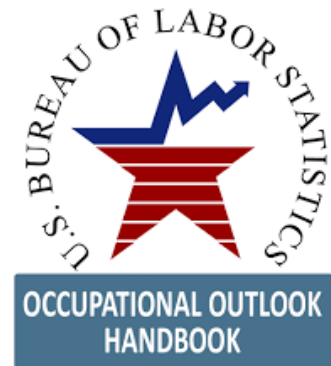
# Enterprise Cayman offers Mentorship, Internships and Job Opportunities.

**Career Fairs and Expos:** Supporting youth in kickstarting a career in technology.

- John Gray High School
- Clifton Hunter High School
- Participation in UCCL career fairs

“Overall employment in computer and information technology occupations is projected to grow much faster than the average for all occupations from 2022 to 2032. About 377,500 openings are projected each year, on average, in these occupations.”

United States [Bureau of Labor Statistics](https://www.bls.gov/).



**Scholarships:** Facilitated grants for education and participation of intern attendees to conferences.

- Security BSides Conference
- Cayman Islands Digital Economy Conference (CYDEC)
- 3 Clifton Hunter High School Principal Awards Scholarships Granted

**Jobs Portal:**

- Job Alerts created for new employment opportunities.

# Enterprise Cayman offers Mentorship, Internships and Job Opportunities.

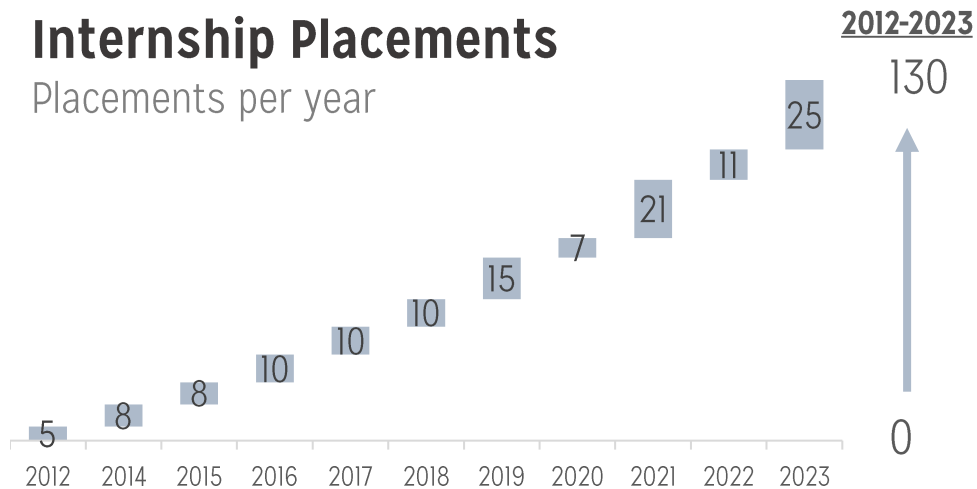
## Internship program:

Skills training in a work environment.

- Career development workshops
- Direct internship placements
- Recruitment
- Networking opportunities

## Internship Placements

Placements per year



Source: CEC (2012-2016 based on estimates). Marla Dukharan

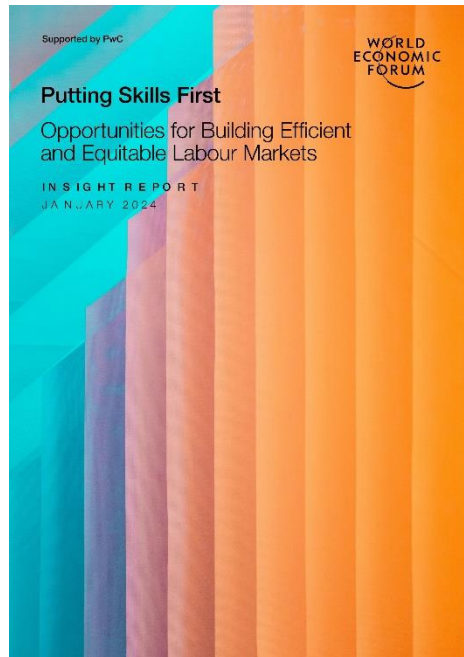
## Why internships matters to Caymanian youth:

- New skills increase employability.
- Make it easier to identify and train new Caymanian talent.
- Helps youth make decisions on the future of their careers.
- Hands-on training equips individuals with skills, knowledge, and competencies.
- Providing valuable work experience that helps the nation retain talent.
- Exposing youth to the workings of successful entrepreneurship ventures.

**130 total interns placed since 2012.**

# Enterprise Cayman offers Mentorship, Internships and Job Opportunities.

EC takes youth beyond their personal networks to gain access to new opportunities.



“Across industries, 51% of workers say that they feel that they have missed out on jobs or career opportunities because they don’t know the right people.”

**World Economic Forum,  
[Putting Skills First Report, 2024](#)**

**Networking Sessions:** Fosters collaboration, partnerships, knowledge and technology transfer.

- LaunchLabs
- Cyber Sandbox
- UCCI STEM Conference
- AI Games Night
- Angel Investor Pitch Night
- Design Day
- “Summer in the City”
- Internship Networking

# CEC is securing a pathway for linkages and spillovers.

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## How CEC Creates Technology and Knowledge Transfer

- Facilitating a successful local track record for specific new technologies to develop.
- Field training - on the ground knowledge meets global best practices - demonstrating the application and results of the technology hands-on.
- Technology transfer could otherwise be time-consuming and resource-intensive.

Typically, benefits from linkages and spillovers are neither automatic nor guaranteed from foreign investments; but CEC has strategically designed an environment to ensure the success of the local workforce **AND** of its members.



# Enterprise Cayman (EC)'s blueprint for change

## Using a structured and intentional approach to turn its programs into real-life success stories and empower the community.

**Theory of Change:** Methodology for Planning, Evaluating and Monitoring Enterprise Cayman programs to ensure outcomes are achieved.

- Enterprise Cayman takes a systemic approach for designing and implementing initiatives.
- Beginning with the end goal in mind, a clear path is drawn to achieve desired community-based outcomes.
- Monitoring and evaluation of progress allows for optimal impact.
- Remaining adaptable to evolving community needs to drive meaningful and sustainable change.

### Community Accountability

- By monitoring the progress of its programs and the success of participants, Enterprise Cayman remains accountable to the community it is committed to serving.
- Ensuring alignment with market needs developing at the SEZ, EC unlocks efficiencies and synergies that allow its impact to scale.
- CEC reports its financial statements and economic impact annually since 2013, to demonstrate how concessions for SEZ members received from the Government of Cayman Islands are deployed.

# Caymanian success stories

## How the Business Design Competition is shaping the future for local entrepreneurs



**George Wauchope**

Founder, [Emailchaser](#)

Winner of the Enterprise Cayman  
Business Design Competition 2022

*“The Business Design Competition is for anyone with an idea. Cayman is unique in terms of the density of high-level businesspeople, and being part of the competition gives you the opportunity to meet a lot of those people.*”

*Most businesses fail because the founders stop pushing forward - they give up. From a business perspective, we have to remember how special Cayman is, and CEC and the Business Design Competition are a way for us to take advantage of this. The competition brings awareness to your ideas among investors and a broader network.*

*Anyone who has an idea should apply. The reality is that any project will take time to gain traction even after the competition ends, but the work you do throughout the competition will get you emotionally invested in your project and that will keep you pushing forward.”*

Specific impacts of participating in the Business Design Competition:

- ✓ Get qualified feedback from judges and others involved
- ✓ Determine if what you are doing has potential
- ✓ Be taken seriously by the business network surrounding you
- ✓ Get valuable advice and access to investors

# Nurturing Local Entrepreneurship

Enabling development of local business and entrepreneurial activity.

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## Business Design Competition:

Teaching key skills to turn ideas into a viable business.

- Problem & Product
- Design Thinking
- User Experience
- Prototyping
- Innovation
- Public Speaking
- Speed Pitching

## Incubator Program:

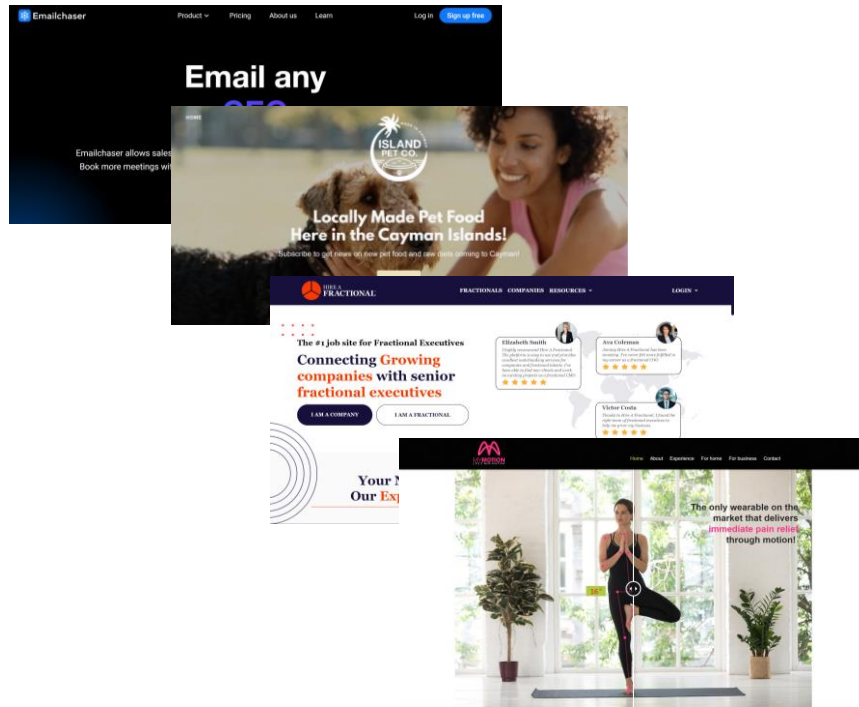
In-depth training to enable business to grow and scale.

- Private Investment Mechanics
- Financial Models
- Revenue and Pricing
- Valuation
- Angel Investors
- Pitch Night
- Legal & Fiscal Aspects for Startups

# Nurturing Local Entrepreneurship

Enabling development of local business and entrepreneurial activity.

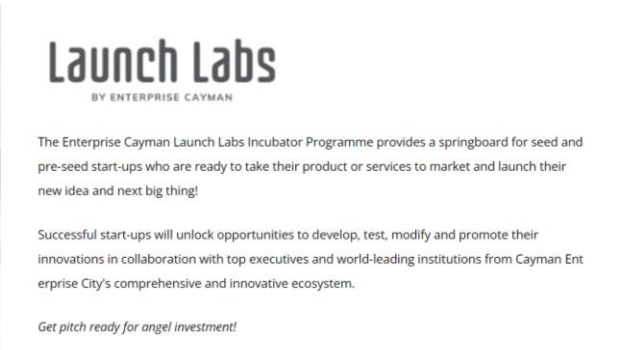
Helping local founders succeed.



**Business Design Competition** launched in 2021 with 27 projects (44 individuals) participating in three years.



**Launch Labs Incubator** began in 2022 with 14 projects (20 individuals) participating in 2 years.



... dozens of top-notch projects in new sectors for Cayman.

# Nurturing Local Entrepreneurship

Enabling development of local business and entrepreneurial activity.

## Launch Lab Studios:

Facilities access to foster innovation.

Dynamic and collaborative space for individuals to work, experiment, develop creativity, and collaborate.

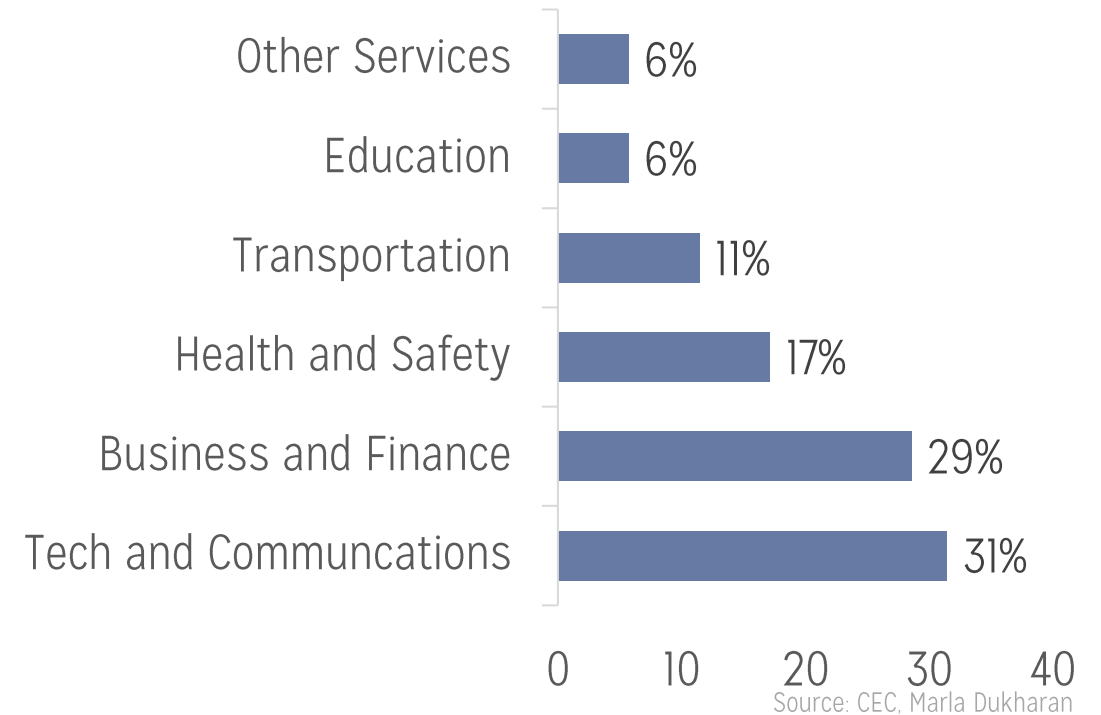
## Cyber Sandbox:

Networking and collaboration for professionals in Computer Science.

- Mini-Tech Expo
- Tech Challenge
- LangChain
- Large Language Models

## Types of Incubator and Business Design Ideas

Percentage of total participants (%)



# Creating a powerful network that drives community involvement.

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## Why it matters:

- Cooperative network serves as a catalyst for generating and transferring technology.
- Collaboration provides the impetus to increase technology adoption.
- Breaks down the barriers to adopting new management practices.

## How CEC achieves this:

- Introducing new tried and tested business practices that can drive greater efficiencies and productivity.
- Lowers reluctance to adopt by reducing the investment of time and facilitating the acquisition of know-how.
- Provides initial exposure to foreign or upcoming technology, thereby reducing the time to develop familiarity.

**273 volunteer opportunities created in 2023.**

# Strengthening Networks to Enhance Spillovers.

Initiative in 2023	Highlights
Community Engagement	Support to Cayman Computer Science Professionals Society through awareness campaign and networking.
Volunteer Program	Launched new Volunteer Program website enabling the community to increase their involvement and engagement with CEC member companies.
AI Games Night	Offering first-hand experience with Interactive Artificial Intelligence.
Sponsorship of Gamer's Bay Gaming Tournament and Technology Convention	Fostering innovation in the gaming community through the region's premier gaming, e-sports and technology in entertainment event.

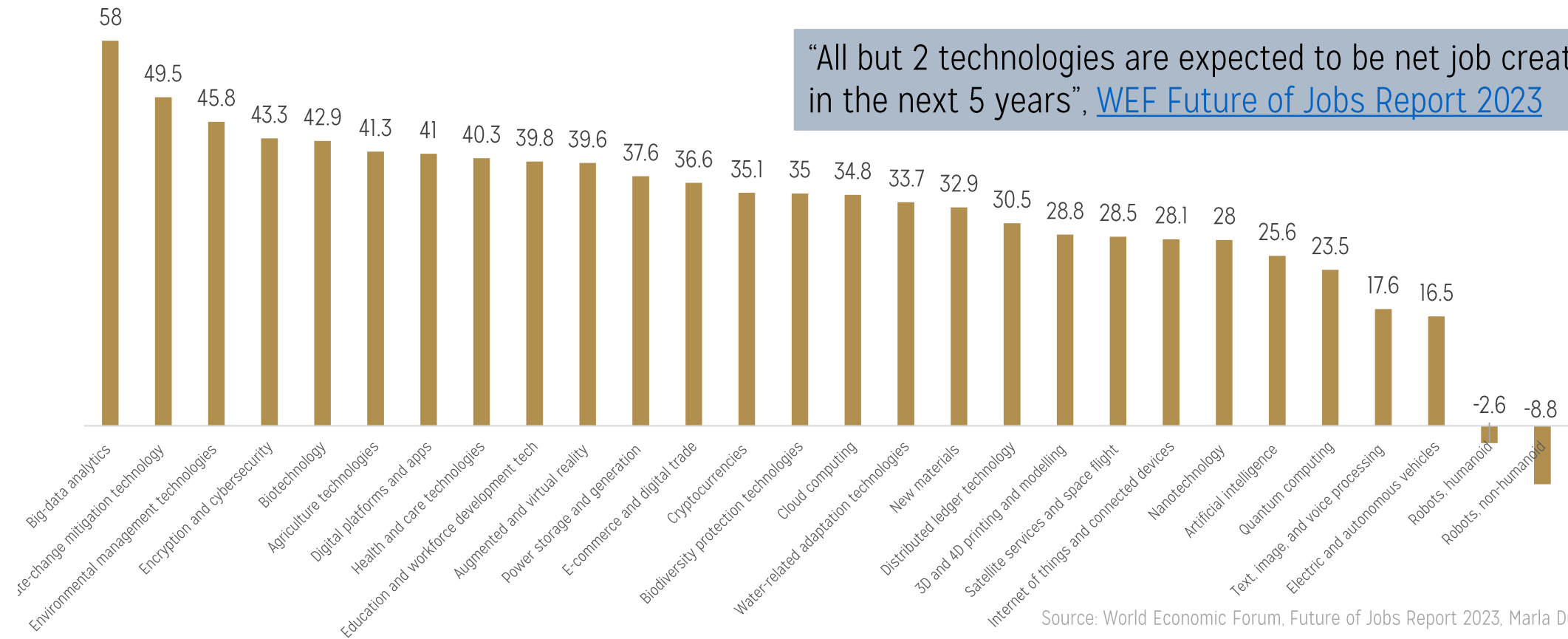
Interconnecting future business trends and the strengths of Cayman society, CEC is unlocking solutions for continued prosperity and well-being.



# The jobs of the future are in tech.

## Expected Impact of Technology Adoption on Jobs, 2023-2027

Share of organizations that expect net job creation over the next 5 years (%)



Source: World Economic Forum, Future of Jobs Report 2023, Marla Dukharan

# Boosting the economy and the nation.

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**CEC is the extension of the brilliance and innovation of the Cayman economic model that has delivered decades of growth and prosperity.**

Cayman has grown its economy historically by embracing people from around the world to become a leader in global services industries. CEC supports Cayman in embracing its role in developing the new industries, new technologies, new innovations, new thoughts and ideas that will take the world forward.

CEC's strategy to be proactive in providing specialized knowledge and skills to locals, facilitate technology and knowledge transfer, and build strong community ties, improves Cayman's socio-economic outlook for generations to come.

# As construction winds down, CEC's offering will scale up.

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**With the new campus launching in 2024, state-of-the art facilities hold the promise of deep, continued economic impact:**

- Enabling strong networks;
- Deepening the possibilities of integration of Cayman services into global value chains;
- Fostering the development of local entrepreneurship;
- Facilitating technology transfer and the establishment of new industries; and
- Providing fertile ground for further mentorship, work experience, education and training opportunities.

**Platform for growth and continuous job creation:** CEC expects the number of workers at member companies to increase by 15% in 2024. The new campus provides the means for attracting as many as 75 new companies per year.