

The Cayman Islands
<TECH_FUTURES_WEEK>
2025

The Cayman Islands
Tech Futures Week
2025 Report

Shaping tomorrow today!



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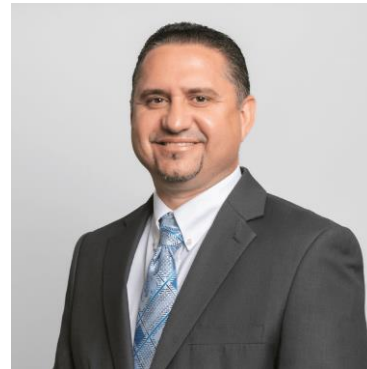
Foreword



The Cayman Islands Tech Futures Week 2025 marks an important step in advancing Workforce Opportunities and Residency Cayman (WORC)'s mission to prepare Caymanians for both today's job market and the evolving demands of tomorrow. The initiative highlights the need for forward-looking workforce development strategies and underscores our community's responsibility to stay proactive in a future shaped by technology and innovation.

As a public-private partnership, Tech Futures Week demonstrates the power of collaboration between government and industry in addressing the changing dynamics of the Cayman Islands economy. With technology influencing every sector, Caymanians must be equipped with the skills, knowledge and adaptability to thrive. The programme focuses on raising awareness of emerging technologies, offering practical training and strengthening long-term workforce resilience.

Partnerships with organisations such as Cayman Enterprise City (CEC) are vital in bridging the gap between education and employment. By connecting learning with real-world opportunities, we aim to position Caymanians to excel in a technology-driven labour market.



The insights gathered through this initiative will support evidence-based policy recommendations for key stakeholders, including the Ministry of Education and Training. Aligning education with labour market needs will ensure that what is taught today prepares our people for the careers of tomorrow.

Tech Futures Week represents the beginning of a broader strategy. WORC's Labour Market Demand Unit is already building new partnerships with organisations such as the Cayman Islands Chamber of Commerce to ensure training remains relevant, impactful and aligned with national growth.

WORC's participation reaffirms our commitment to developing a skilled and agile workforce, connecting education with opportunity and empowering Caymanians not just to adapt to the future economy, but to lead it with confidence.

Jeremy Scott

Director, Workforce Opportunities
& Residency Cayman (WORC)



**CAYMAN
ENTERPRISE
CITY**
Special Economic Zones



The Cayman Islands Tech Futures Week 2025 was created to bring our community together and shine a spotlight on the opportunities within Cayman's growing technology sector. We understand that it's not just about the next generation. Caymanians are looking for opportunities now and we're taking steps to deliver them.

Together with WORC, we set out to do more than just start a conversation. We set out to inspire action, forge connections and identify the skills and strategies Caymanians need to thrive in industries that are defining the global economy.

This report captures the energy, ideas and sense of urgency shared by industry leaders, educators, government and our community. Most importantly, it highlights the work and opportunities ahead. Continued investment in training, innovation and workforce development is critical to ensure Caymanians can access high-value careers and lead in knowledge and technology-driven sectors.

For years, the Cayman Islands has been known for its hardworking and dynamic workforce that is adept at embracing evolving trends. Tech Futures Week 2025 represents the start of a sustained effort to build a vibrant, sustainable innovation ecosystem where Caymanians are not only participants, but leaders.

Charlie Kirkconnell

CEO, Cayman Enterprise City

Introduction.

Why Now?

The World Economic Forum's *Future of Jobs Report 2025* identifies technological change as one of the five major forces expected to transform global labour markets by 2030. Among these trends, expanding digital access is projected to have the greatest impact, with 60 percent of employers anticipating significant changes to their business operations by 2030. In line with this shift, skills in Artificial Intelligence (AI) and Big Data are expected to be the most critical over the next five years, followed by skills in Networks & Cybersecurity and Technological Literacy.

With rapidly evolving technological advancement, the Cayman Islands' economy is positioned to be the leader in the Caribbean region provided there is the right strategic investment in infrastructure and education. The current technological shift will impact every industry, from financial services to construction to healthcare, therefore the government will have to act proactively to keep pace. Partnerships such as Cayman Islands Tech Futures Week are judiciously designed to address this issue and bridge the gap between employment and education for Caymanians.

Additionally, by adopting a forward-looking approach to digital transformation, Cayman can achieve higher levels of productivity which is critical to remaining globally competitive. This will facilitate attracting the best talent from within and outside the country to sustain inclusive economic growth and enhance quality of life.

This moment is pivotal. The pace of global digital transformation is accelerating, reshaping how nations work, trade and grow. For the Cayman Islands, embracing technology now is essential to future-proof the economy against external shocks, diversify beyond traditional industries and ensure that Caymanians are equipped with the skills to succeed in an increasingly digital world.

The partnership between the Government of the Cayman Islands, through WORC and the private sector, through CEC, is therefore both timely and strategic. WORC provides labour market expertise and policy advice, while CEC brings practical industry experience, innovation networks and access to global investment. Together, they are uniquely positioned to align education, policy and enterprise, building a resilient, inclusive and future-ready technology ecosystem for the Cayman Islands.

Furthermore, this strategic partnership aligns with Government's vision for its **Broad Outcome of Education, Immigration and Workforce Development**. Notably, the specific outcome of ***"Create pathways to encourage more Caymanians to pursue careers in healthcare, technology and other emerging industries"*** underscores the importance of establishing this partnership immediately so that the appropriate policies can be implemented to prepare Caymanians to be globally competitive and ready for the future of work.





Executive Summary

The Cayman Islands Tech Futures Week 2025 was a public-private partnership between WORC and CEC, through its non-profit entity Enterprise Cayman. This partnership aimed to bring together government leaders, industry experts, educators and the wider community to explore the future of technology careers, workforce readiness and economic diversification.

Over a six-day period, from **October 6–11, 2025**, a total of **fifteen events** were successfully executed, including:

- Pre-Event Survey

- Open Door Day
- VIP Welcome Reception
- Breakfast Roundtable
- Focus Groups
- Cyber Sandbox Sessions
- #Uni Talks
- Tech Talks
- Tech Futures Forum
- Tech Futures Happy Hour and Networking
- Tech Futures Hackathon Challenge

These events attracted **over 860 participants** in total, with **103 individuals** taking part in the focus groups and roundtable discussions.

Based on the feedback provided from these events, there were several key findings that transpired across all groups.

	Themes	Key Findings	Strategic Recommendations
i.	Education and Curriculum Alignment	Education systems lag behind technological change; Exam-driven curricula limit creativity; Outdated frameworks and weak industry alignment.	Develop a National Training Framework; Integrate AI, soft skills and project-based learning; Establish advisory boards and school–industry partnerships.
ii.	Workforce Development and Skills Gaps	Deficits in both technical and soft skills (communication, adaptability, leadership); Lack of practical experience; Unrealistic experience requirements.	Expand internships, apprenticeships and mentorships; Promote micro-credentials; Encourage lifelong learning and government-supported upskilling.
iii.	Digital Infrastructure and Innovation	Limited data centres and redundant connectivity; Slow digital adoption among traditional businesses; Reliance on offshore hosting.	Invest in data centres, renewable energy and high-speed connectivity; Modernise telecoms and banking systems; Incentivise local innovation.
iv.	Public Sector Digital Transformation	Fragmented digital initiatives; Slow rollout of digital ID; Lack of measurable KPIs; Cultural resistance to automation.	Accelerate digital ID; Establish ministry-specific KPIs; Implement ongoing digital upskilling; Create a National Tech Sector Council.
v.	Entrepreneurship and Investment	Limited venture capital; Regulatory barriers for start-ups; Slow adoption of digital tools in traditional sectors.	Create startup-friendly regulatory frameworks; Expand mentorship and access to capital; Host investor engagement initiatives.
vi.	Awareness and Inclusion	Low public awareness of tech careers; Parental uncertainty; Unequal access to resources in outer districts.	Launch national awareness campaigns; Establish centralised information hubs; Expand community tech workshops and outreach.
vii.	AI, Data and Emerging Technologies	Limited readiness for AI adoption; Need for ethical guidelines and workforce adaptation.	Develop a Cayman AI Strategy; Promote AI literacy across all sectors; Build data governance frameworks.
viii.	Collaboration and Governance	Fragmented efforts across ministries, schools and private sector; Lack of formal coordination.	Establish a National Tech Workforce or Sector Council; Promote data-sharing and joint research; Foster long-term public–private collaboration.
ix.	Retention and Caymanian Participation	Talent outflow after overseas study; Wage disparities; Limited career progression.	Create structured career pathways for Caymanians; Mentorship and recognition programmes; Align education funding with local job demand.
x.	Equity and Access	Unequal access to devices and digital resources across communities.	Support school-based digital inclusion programmes; Provide subsidies or partnerships to ensure all students and educators have adequate technology.

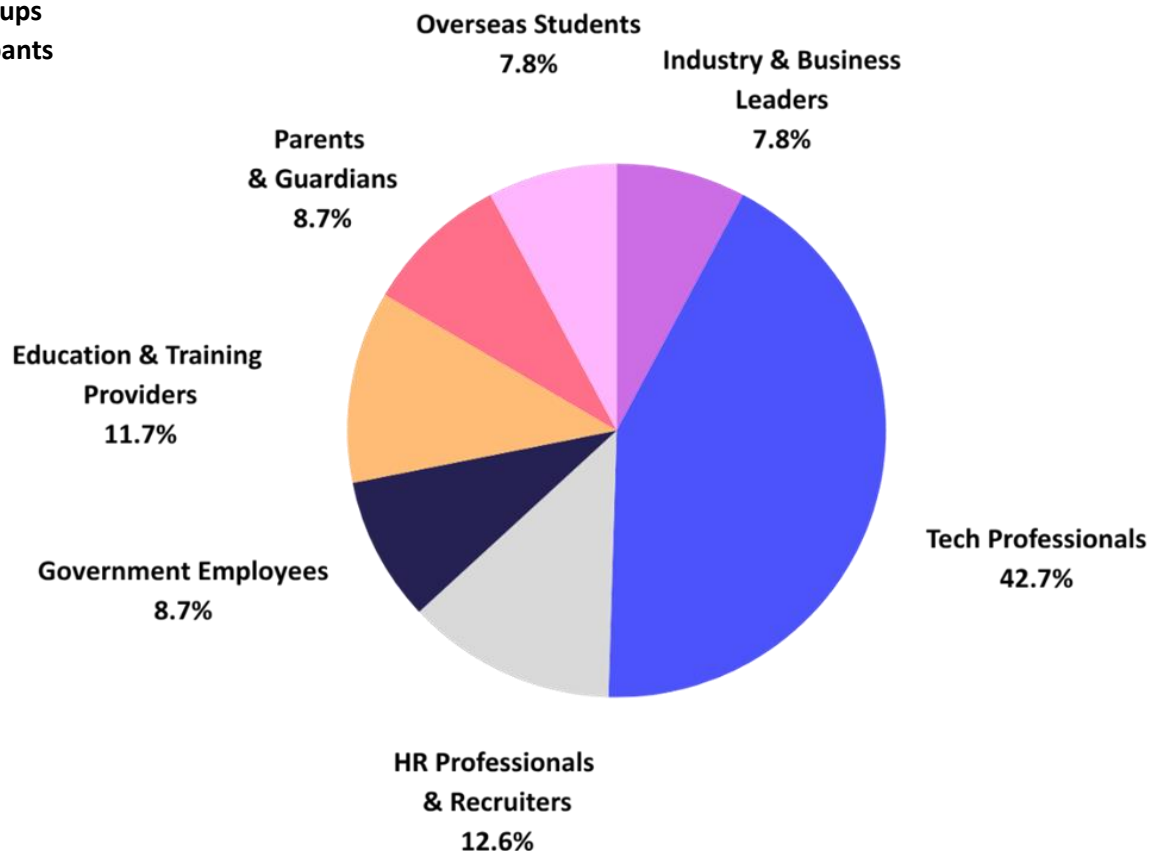
Emerging Themes

The visual below highlights key recurring concepts.



Participant Demographics

- > 6 Focus Groups
- > 103 Participants



Key Insights and Findings

1. Voices of the Workforce: Tech Talent Perspectives

Focus Group Participants: Early Careers Tech Talent and Mid-Level Tech professionals operating in any industry

The Tech Talent Perspectives focus group explored the experiences, challenges and aspirations of Cayman's current and emerging technology professionals. The discussion focused on barriers to entry, skills development, generational dynamics and strategies to strengthen the local tech talent pipeline. Insights from this session offer a nuanced understanding of the workforce realities shaping Cayman's growing technology ecosystem.

Food for Thought

While Generation X (Gen X) (born 1965–1980) built the systems that power today's workplaces, Generation Z (Gen Z) (born 1997–2012) is mastering how to use and transform them through automation and Artificial Intelligence (AI). Each generation contributes unique strengths to Cayman's evolving tech ecosystem, Gen X brings experience, adaptability and strong problem-solving skills, while Gen Z offers digital fluency, creativity, innovative thinking and resourcefulness. Together, they represent the ideal balance of wisdom and innovation.

1.1. Barriers to Entry

Participants identified several barriers preventing new entrants, particularly Caymanians, from successfully accessing and establishing careers within the technology and technology-enabled sectors. These include:

- **Experience requirements** for entry-level positions were often unrealistic, discouraging graduates and early-career professionals.
- **Automated recruitment systems** were seen as filtering out capable but nontraditional candidates.
- A **limited number of paid internship opportunities** in the Cayman Islands restricts exposure to practical experience, which is

essential for building employability and confidence.

1.2. Learning Pathways and Skills Development

Cayman's technology professionals acquire skills through a variety of formal and informal learning channels. Many rely heavily on university education and self-directed learning via online courses, YouTube, coding bootcamps and AI-assisted platforms, given the absence of locally accessible specialised programs.

While academic qualifications continue to hold value, participants agreed that practical, project-based learning is far more effective in preparing workers for real-world challenges. They called for stronger partnerships between educational institutions and employers to co-design curricula that blend theory with applied experience.

AI-based learning tools were recognised as transformative, offering flexibility and accessibility. However, participants highlighted the need for critical thinking and information literacy to ensure that AI-generated insights are accurate and effectively applied.

1.3. Importance of Soft Skills

Beyond technical proficiency, the discussion emphasised the need for soft skills, including communication, teamwork, adaptability and client engagement. Participants observed that these competencies are often overlooked in theoretical and technical training but are increasingly valued by employers.

In a modern digital workplace, the combination of technical ability and emotional intelligence is seen as the foundation of professional success. The group recommended embedding soft skills into all stages of education and training, from school to professional certification programmes.

1.4. Lifelong Learning and Continuous Upskilling

Participants agreed that lifelong learning is essential for sustaining career relevance in a rapidly changing technology landscape. Many professionals regularly

pursue certifications, workshops and online training to maintain competitiveness.

Learning to communicate effectively with AI systems, through prompting, verification and synthesis was identified as a key emerging skill. Participants recommended that government, employers and education providers develop policies and incentives to encourage continuous upskilling, such as training subsidies, business incentives and flexible learning pathways.

1.5. Workforce Retention and Motivation

Retention and talent mobility were recurring themes throughout the discussion, with participants identifying several factors influencing Cayman's ability to sustain a skilled and competitive technology workforce. Ownership opportunities, clear career progression, flexibility, meaningful work and professional recognition were highlighted as key motivators, particularly for younger professionals. Company culture, mentorship and inclusive leadership were also seen as critical to retaining Caymanian talent and fostering long-term engagement.

Participants expressed concern about the outflow of Caymanian tech professionals who study abroad and do not return due to limited local opportunities. Although scholarship programmes require graduates to return, misalignment between qualifications and available roles often prevents effective reintegration. To address this, participants recommended structured career pathways for scholarship returnees, graduate trainee programmes to build local experience and public-private partnerships to align job placements with national workforce priorities. These initiatives, coupled with supportive workplace policies that balance the expectations of both younger and established professionals, were viewed as essential to ensuring that Cayman's investment in education translates into long-term workforce participation and sector resilience.

1.6. Shared Responsibility for Workforce Development

There was broad consensus that upskilling and workforce development must be shared among all key stakeholders:

- **Individuals** must adopt a mindset of continuous learning
- **Employers** should invest in staff training and mentorship
- **Educational institutions** must align curricula with industry needs
- **Government** should facilitate coordination, incentives and infrastructure support.

Participants suggested forming a Tech Workforce and Education Council, enabling ongoing dialogue among these stakeholders to ensure that workforce planning, education policy and industry demand remain aligned.

1.7. Infrastructure, Innovation and Ecosystem Development

Participants emphasised that strong digital infrastructure and coordinated collaboration are essential to advancing Cayman's technology ecosystem. Continued investment in data centres, high-speed connectivity and renewable energy integration was viewed as critical to enabling innovation and supporting sustainable growth.

They also underscored the need for regulatory reform to reduce barriers for start-ups and streamline digital approvals. To ensure long-term coordination, participants recommended establishing a National Tech Sector Council to align education with labour market needs, coordinate training and data-sharing and support startup incubation. This collaborative approach was seen as vital for positioning the Cayman Islands as a competitive, innovation-driven economy.

1.8. Vision for Cayman's Digital Future

Participants envisioned the Cayman Islands as a regional technology and innovation hub within the next decade. This vision is underpinned by:

- Strong **STEM education pipelines** beginning at the primary level
- Increased **investment in human capital and digital infrastructure**
- A culture of **innovation, adaptability and lifelong learning**
- **Collaborative governance** between industry, academia and the public sector.

By nurturing homegrown talent, embracing emerging technologies and aligning policy with global trends, Cayman can position itself as a model for inclusive, sustainable digital transformation in the Caribbean.

“When I left the islands 10 years ago to pursue an engineering degree, I wasn’t sure that there would be a place for me to come back to. I was studying technology and obviously most of the good jobs here are financial services or law. But I’ve been keeping an eye on developments at Cayman Enterprise City and eventually I realised I could change my plans and come back.”

Michael Boucher, Caymanian employee at East Coast Asset Management SEZC

2. Building Blocks for Cayman’s Tech Future

Focus Group Participants: Tech professionals, Educators, Policymakers, Students

The Building Blocks for Cayman’s Tech Future – Breakfast Roundtable brought together stakeholders from the public sector, private industry and education to discuss the foundational requirements for building a resilient and competitive technology ecosystem in the Cayman Islands. The session focused on defining the structural, policy and human capital enablers necessary to support innovation, entrepreneurship and sustainable growth within the digital economy.

2.1. Defining the Foundation of a Thriving Tech Ecosystem

Participants identified several core building blocks necessary for establishing a robust technology ecosystem:

- **Access to specialised talent and modern digital tools** to support both start-ups and established enterprises.
- Development of **local infrastructure**, particularly data centres, to reduce reliance on offshore hosting and ensure data sovereignty.
- Increased **venture capital and private equity presence** on-island to provide funding opportunities for local innovators.
- Broader **representation of diverse tech sub-industries**, including fintech, green tech, cybersecurity and digital services.

While Cayman’s business environment is strong, participants highlighted key gaps such as limited local capital investment, slow adoption of digital tools among traditional businesses and the need for greater regulatory flexibility to attract and retain technology-driven enterprises.

2.2. Building a Sustainable Talent Pipeline

A well-prepared workforce was seen as the most critical factor for ensuring long-term success in Cayman's digital economy. Participants proposed several strategies to align education and training with future workforce needs:

- Align **school curricula** with private sector demand to ensure graduates possess relevant technical and soft skills.
- Introduce **early exposure to technology** from the primary level to spark interest in STEM and digital careers.
- Promote technology as a **viable and rewarding career path** beyond the traditional fields of law, finance and accounting.
- Establish **apprenticeship and graduate programmes** that combine structured learning with practical, hands-on experience.
- Offer **locally recognised credentials or certifications**, potentially through partnerships with Enterprise Cayman, the University College of the Cayman Islands (UCCI) or accredited online platforms.

Participants emphasised that building Cayman's tech talent pipeline requires a coordinated national approach, with the public and private sectors working together to expand access to training and professional development opportunities.

2.3. Infrastructure and Access

Reliable and scalable infrastructure was identified as the backbone of Cayman's technology future. Participants noted that redundant internet connectivity, such as backup satellite systems like Starlink, would strengthen resilience and reduce vulnerability to service disruptions.

Other infrastructure priorities suggested include:

- Establishment of **local data centres** to enable secure, efficient hosting and reduce dependency on offshore infrastructure.
- Modernisation of **telecommunications and banking systems** to improve efficiency and reduce business friction.

- Expansion of **digital equity initiatives**, ensuring that all schools and underserved communities have access to technology and digital tools.

Participants also encouraged the government to support local businesses in adopting new technologies, enabling them to compete more effectively and contribute to the wider innovation ecosystem.

2.4. Policy and Regulatory Reform

Policy and regulatory frameworks were viewed as key enablers of innovation. Participants advocated for:

- **Regular collaboration** between educators, policymakers and business leaders to ensure alignment and avoid duplication of efforts.
- **Government-backed funding mechanisms** to support start-ups, research and innovation projects.
- **Regulatory reforms** to streamline business setup, reduce friction for new entrants and foster competition.
- Review of **long-term utility contracts** to allow greater competition and lower costs for emerging technology firms.

These policy shifts were seen as essential to making Cayman more agile, competitive and attractive to both local and international investors in the tech sector.

2.5. Innovation and Entrepreneurship

Participants recognised entrepreneurship as the engine of Cayman's tech growth. To foster innovation, they proposed:

- Expanding **mentorship programmes** for entrepreneurs and small business owners.
- Developing **local certification programmes** (e.g., CEC credentials) to validate technical skills and enhance employability.
- Establishing **structured pathways for students and young professionals** to transition from education into the startup ecosystem.
- Hosting **global investor engagement initiatives** to attract foreign venture capital and showcase Cayman's emerging innovation scene.

Participants agreed that nurturing entrepreneurship requires not only capital but also mentorship, networks

and visible success stories that inspire others to pursue careers in technology.

2.6. Community Engagement and Inclusion

Inclusion and community engagement were emphasised as vital to ensuring that technology-driven growth benefits all Caymanians. Participants recommended:

- **Internship and mentorship programmes** for high school and university students.
- **Early outreach initiatives** to primary schools to promote awareness and excitement about technology careers.
- **Community-led projects** to promote digital literacy and lifelong learning
- Support for **local businesses** in adopting digital tools and hiring local talent.

By embedding inclusivity and access into Cayman's tech development strategy, the Cayman Islands can ensure that innovation translates into broad-based social and economic benefits.

2.7. One Bold Idea

The session concluded with a discussion of transformative ideas that could accelerate Cayman's transition into a knowledge-based economy:

- The **Knowledge Worker Philosophy**, emphasising the development of critical thinking, adaptability and creativity rather than purely technical skills.
- A **Graduate Apprenticeship Programme**, combining formal training with on-the-job learning and mentorship to strengthen early-career readiness.
- **CEC Credentials**, representing locally issued certifications that validate digital competencies and enhance workforce mobility.

These ideas encapsulate a vision of Cayman as a forward-thinking, skills-driven economy, where innovation is inclusive and opportunity-rich.

"The future of Cayman's tech sector depends on collaboration that transcends generations. Gen X brings experience and adaptability; Gen Z offers digital fluency and creativity. When these strengths unite, innovation thrives. Our challenge is not just to imagine this future but to build it, through accessible pathways, immersive learning, and a mindset of continuous growth. By embracing these principles, Cayman can lead the Caribbean in shaping a dynamic, inclusive tech ecosystem."

Kevin Brett, Partner; Head of Audit Technology and Innovation, Chair of AI Steering Group at KPMG Islands Group

3. Public Sector Readiness

Focus Group Participants: Civil Servants, Industry Leaders, Young Professionals

The *Public Sector Readiness* focus group brought together participants from both government and private sector organisations to examine the Cayman Islands' preparedness for digital transformation and the evolving technology landscape. This report synthesises insights from multiple in-person discussions and virtual consultations, highlighting progress, challenges and recommendations to support a cohesive, forward-looking digital strategy that aligns government, business and community priorities.

3.1. Cayman's Digital Progress

Participants acknowledged measurable progress in the Cayman Islands Government's digital transformation journey. Notable achievements include the expansion of the national cybersecurity team, the introduction of virtual asset legislation to support responsible innovation and the transition to a new gov.ky platform designed to enhance accessibility, consistency and data-driven service delivery.

Ongoing sector-specific initiatives, such as digitisation in agriculture and the integration of AI in government communications, were also recognised as steps toward a more modern and responsive public sector.

However, participants expressed concern over the slow rollout of the national digital ID system, viewed as a foundational enabler for e-government services, secure transactions and inter-agency data integration. The focus group emphasised the importance of establishing a unified digital strategy with measurable KPIs, ministry-specific targets and transparent reporting to ensure sustained accountability and progress.

3.2. Education and Awareness

A recurring theme across discussions was the disconnect between education and market needs within the

technology field. While scholarships, training programmes and mentorship initiatives exist, these are not always aligned with industry priorities or evolving government requirements.

Participants highlighted the need to increase visibility of technology career pathways beyond traditional IT support, showcasing opportunities in cybersecurity, artificial intelligence, data analytics, software development and digital project management.

Collaborations with educational institutions such as the UCCI and CEC were seen as crucial to aligning curriculum development with workforce needs. Broader public awareness campaigns, school engagement programmes and national STEM initiatives were also recommended to inspire youth participation and ensure Caymanians are equipped for emerging roles in a digital economy.

3.3. Public-Private Collaboration

Participants agreed that collaboration between the public and private sectors, though improving, remains fragmented and reactive. Current engagement is often limited to compliance-related matters rather than proactive, strategic partnerships.

To address this gap, participants proposed establishing a National Tech Sector Council or similar coordinating mechanism to facilitate continuous dialogue, joint policy development and alignment on national priorities.

Practical mechanisms for collaboration include:

- **Regular innovation forums and cross-sector conferences** to share insights and build trust.
- **Standardised frameworks and templates** for Memoranda of Understanding (MOUs), intellectual property management and data sharing.
- **Professional association engagement** to promote shared initiatives and capacity building.

Participants emphasised that the Cayman Islands' small scale and agility provide a unique opportunity to model best practices in government–industry collaboration, enhancing innovation, efficiency and global competitiveness.

3.4. Upskilling and Workforce Readiness

Digital transformation depends as much on people and culture as it does on technology. Participants consistently emphasised the need for continuous, modular training for civil servants across all levels, covering areas such as cybersecurity, digital ethics, AI literacy, data governance and emerging technologies.

Workshops organised with UCCI and international partners were praised for strengthening leadership, project management and data literacy among public sector employees. Participants encouraged expanding access to global learning resources such as LinkedIn Learning and specialised training from institutions like Imperial College London, ensuring Cayman's workforce remains globally competitive.

Recognising generational differences, participants noted that younger employees are enthusiastic adopters of new technologies, while older staff benefit from mentorship, confidence-building and tailored learning approaches. Mentorship programmes and intergenerational learning were identified as effective tools for bridging experience with innovation and ensuring continuity across the public service.

3.5. Barriers to Innovation and Technology Adoption

Several systemic and cultural barriers continue to impede digital transformation in the Cayman Islands' public sector. Key challenges identified include:

- **Legacy IT systems** that limit interoperability and scalability.
- **Restrictive procurement processes** that delay innovation.
- **Cultural resistance** and fear of change within established structures.
- **Varying levels of digital literacy** and exposure among civil servants.

Participants called for targeted change management initiatives, modern infrastructure investments and clear data protection protocols to promote confidence and consistency in technology use. Tailored learning paths were recommended to accommodate diverse technology exposure levels.

They also noted the importance of addressing fear of job displacement by reframing technology as an enabler of efficiency rather than a replacement for human capability.

3.6. Leadership and Governance

Effective leadership was viewed as the cornerstone of Cayman's digital transformation. Participants proposed a hybrid leadership model that leverages both public and private sector strengths, the public sector's focus on regulatory and ethical oversight and the private sector's agility and innovation capacity.

The government was encouraged to adopt a citizen-centric service model, prioritising efficiency, accessibility and data-driven decision-making. Participants emphasised that digital transformation should be led from the top, ideally through the Deputy Governor's Office, with empowered middle managers serving as digital ambassadors and change agents across departments.

Leadership development should be complemented by a clear national vision, consistent accountability frameworks and regular progress reporting to maintain transparency. The group also highlighted the need for a centralised digital transformation dashboard to monitor implementation across ministries, enabling coordination and the sharing of best practices.

"Cayman has a long history of welcoming innovators - from funds and financial services to fintech and web3 today. While new services and technologies position us as a forward-thinking jurisdiction, digital transformation requires leadership, education and partnership with service providers. With a small and dynamic population, we are well positioned to move forward in the digital age."

Samuel Jaques Cloutier, Independent Director | Regulatory Consultant at Hash Directors

4. Filling in the Gaps: Tech Talent Shortage

Focus Group Participants: Human Resource Professionals and Recruitment Service Providers

The Tech Talent Shortage Focus Group examined the challenges surrounding Cayman's ability to attract, develop and retain skilled technology professionals.

Discussions were centered on the existing gaps in both technical and non-technical competencies, systemic barriers in recruitment and opportunities to strengthen local talent pipelines.

4.1. Non-Technical Skill Gaps

Participants consistently emphasised that communication and soft skills remain the most significant workforce challenges. Many technology professionals struggle to clearly articulate ideas, advocate for themselves and effectively train others.

Employers also identified deficits in professionalism, adaptability, reliability and leadership, particularly among younger employees. Work etiquette, such as punctuality, accountability and resilience in the face of setbacks, was highlighted as critical but often underdeveloped. These soft skills were seen as equally important as technical knowledge in determining long-term career success.

4.2. Technical Skill Gaps

Cayman's ongoing digital transformation has expanded the expectations of tech professionals, who are now required to blend technical proficiency with business acumen across areas such as finance, logistics and marketing.

While basic digital literacy, such as proficiency in Microsoft Office, data management and online collaboration, is expected, these skills are not consistently demonstrated across the workforce. Additionally, mid-level professionals face challenges keeping pace with rapid technological change,

underscoring the importance of lifelong learning and structured upskilling programmes.

4.3. Education and Certification Issues

Participants noted that local education frameworks and curricula are outdated, often lagging by 10–20 years, leaving graduates ill-prepared for the realities of today's technology sector.

Although certifications were viewed as valuable indicators of competency, opinions differed on their relevance compared to degrees. Global companies often require degree qualifications for regulatory or immigration reasons, creating barriers for locally trained professionals who may have strong skills but lack formal academic credentials.

Self-directed learning is increasingly common, but participants emphasised that mentorship and instructor-led training remain essential for building foundational understanding and long-term capability.

4.4. Recruitment and Retention Challenges

Employers described persistent recruitment and retention challenges, particularly in developer, data and business analyst roles. Many local tech positions are outsourced or offshored due to limited domestic talent and salary competition.

Common barriers include:

- **Unrealistic experience requirements** for entry-level roles, discouraging young Caymanians.
- **Wage disparities** between government, local businesses and international firms, driving talent migration.
- **High turnover rates** and limited long-term career pathways within smaller organisations.

These challenges have led to growing dependence on consultants and external contractors, further emphasising the need to develop and retain local talent.

“Demand for tech talent in cybersecurity, AI, cloud and Web3 is ramping up, creating exciting opportunities for Caymanians. Structured internship programmes and industry partnerships are key to building the skills and readiness our workforce needs. Continued investment in these pathways will keep local talent at the forefront of innovation and help secure Cayman's place in the global digital economy.”

**Hannah Sharvin, People Consultant
at Expertise Group Limited**

5. Supporting Tech Careers

Focus Group Participants: Parents or Guardian, families or anyone keen to understand the opportunities available and the landscape of the Cayman's future workforce

The Supporting Tech Careers focus group explored how families can better guide and support children in pursuing technology-related education and careers. The session provided a valuable perspective on parental awareness, the accessibility of resources and community readiness to encourage youth participation in Cayman's emerging digital economy.

5.1. Parental Confidence and Knowledge

Parents expressed varying levels of confidence in their ability to guide their children toward technology careers. While some felt moderately prepared and resourceful in finding relevant opportunities, others noted that the overwhelming volume of online information and lack of centralised local guidance limited their ability to support their children effectively.

Participants agreed that parental attitudes significantly influence children's interests, underscoring the importance of curiosity, encouragement and active engagement with technology at home. Parents who demonstrated interest in tech-related activities were more likely to inspire their children to explore these paths.

5.2. Barriers to Parental Support

Several barriers hinder parents' ability to support children's tech education, including:

- **Limited understanding of technology careers** beyond traditional Information Technology (IT) roles.
- **Lack of awareness** of existing opportunities, programmes and pathways.
- **Overreliance on familiar career fields** (e.g., finance, law) due to comfort and familiarity.

- **Limited access** to information networks or communication platforms where opportunities are shared.

Participants noted that parents outside key professional or online circles are often unaware of available resources, reinforcing the need for accessible, centralised platforms for information sharing.

5.3. Opportunities for Tech Exploration

Parents recognised the growing number of educational and extracurricular opportunities available to students, such as after-school clubs, hackathons and online learning platforms like *Outschool*. Schools also provide access to digital resources and laptops, creating a foundation for digital learning.

However, the visibility of these opportunities remains limited. Many families, particularly those in outer districts, are unaware of available programmes, highlighting the need for improved communication and outreach. Participants proposed leveraging schools, Parent Teacher Associations and community organisations as channels to share information and expand equitable access.

5.4. Benefits and Challenges of Tech Careers

Parents acknowledged the advantages of technology careers, including global mobility, remote work flexibility, inclusivity and diverse specialisation opportunities. These attributes make tech an attractive and sustainable career choice for Cayman's future workforce.

However, they also identified several drawbacks and risks, such as job insecurity due to automation, the fast pace of change requiring lifelong learning and online safety concerns. Parents emphasised that guidance is needed to help children navigate these challenges responsibly and safely.

5.5. Shifting from Consumption to Creation

A major theme emerging from the discussion was the need to encourage children to be technology creators rather than passive consumers. Parents observed that while many children spend significant time online, particularly in gaming environments like *Roblox* and

Minecraft, these platforms can serve as valuable gateways for developing coding, design and critical thinking skills when used intentionally.

This shift in mindset requires both parental awareness and educational guidance, ensuring that technology engagement fosters creativity, learning and innovation.

5.6. Community Engagement and Collaboration

Participants highlighted that building an inclusive tech ecosystem requires collaboration between parents, schools, industry professionals and government. They recommended:

- Expanding community-based workshops and mentoring programmes
- Involving industry experts in school and youth events.

Using community spaces such as churches, youth groups and libraries for after-school or weekend tech activities. These initiatives would help normalise technology engagement and provide consistent exposure to real-world tech experiences for children.

5.7. Communication and Access to Information

The discussion revealed a strong need for centralised information hubs where parents and students can access up-to-date information on local tech programmes, scholarships, internships and events.

Participants suggested leveraging multiple communication channels, including social media, WhatsApp groups, email newsletters, websites and apps, to reach families through platforms they already use. A government- or industry-led initiative to aggregate and maintain this information would significantly improve visibility and accessibility.

5.8. Mentorship and Role Models

Parents emphasised that exposure to role models and mentors in technology is among the most effective ways to inspire children. Direct interaction with tech professionals, whether through school talks, career fairs or mentoring programmes, helps demystify the industry and make technology careers feel achievable.

Connecting students with professionals also compensates for parents limited technical expertise, providing children with practical insights and real-world examples of success.

5.9. Education System and Teacher Support

The group underscored the need for ongoing training and support for teachers to ensure that they remain current with technological trends and capable of integrating tech learning into classrooms.

Partnerships between schools, industry and government could enhance access to resources, professional development and hands-on learning opportunities. Participants also recommended expanding extracurricular programmes such as coding workshops, competitions and hackathons across all districts to promote inclusion and accessibility.

“Technology opens so many doors, and I want my boys to feel confident walking through them. Right now, it feels like parents need a roadmap, something that makes it easier to find local programmes and resources. We need to shift from just letting kids play games to helping them build and create. With the right support, I know they can thrive.”

Anisha Fabwani, Parent

6. On the Right track: Training for Tomorrow’s Workforce

Focus Group Participants: Education and Training Providers, Training and Development Professionals and Business Owners across various industries

The Training for Tomorrow’s Workforce focus group discussed the readiness of Cayman’s education and training systems for a rapidly changing technological environment. The session examined the challenges of keeping curricula, policies and partnerships aligned with workforce needs, as well as opportunities to strengthen education-industry collaboration and future skills development.

6.1. Adapting Education to Technological Change

Participants observed that technology is evolving faster than education systems can adapt. Many educators and administrators are enthusiastic about emerging technologies such as artificial intelligence (AI), but lack the training, structure and confidence to integrate them effectively into teaching and learning.

The absence of centralised direction and cohesive policy from government bodies was seen as a major challenge, leading to fragmented and inconsistent approaches to technology adoption across schools and institutions. Participants also noted that the disconnect between primary, secondary and tertiary education has created gaps in continuity, with exam-driven curricula at the secondary level often hindering creativity and critical thinking nurtured in earlier education stages.

6.2. Access, Equity and Digital Inclusion

While digital tools have expanded access to education, especially for individuals facing barriers such as geography, transportation or work commitments, participants expressed concerns about affordability, accessibility and the digital divide.

Technological access remains uneven across districts and not all students or educators have reliable access to

devices or connectivity. Expanding equitable access to technology, particularly through public-private initiatives and school-based programmes, was viewed as essential for building a more inclusive learning ecosystem.

6.3. Policy Gaps and Structural Barriers

The group highlighted the need for clear national directives and a coordinated framework for integrating technology into education. While enthusiasm for innovation exists, the lack of infrastructure, standardisation and defined accountability leads to ad hoc implementation and missed opportunities.

Participants emphasised that policies must balance innovation with human connection, ensuring that technology enhances, not replaces, the social and emotional dimensions of learning.

6.4. Curriculum Alignment and Industry Collaboration

Collaboration between education providers and industry was recognised as critical but is currently fragmented and inconsistent. Participants noted that while advisory boards exist in some disciplines, such as business and finance, they are less common in technology education and less prevalent at the compulsory education level due to the exam-driven structure of the system.

A more formalised and data-driven partnership framework between schools, higher education institutions and employers was identified as key to closing skills gaps and improving graduate readiness.

6.5. Skills Gaps and Workforce Readiness

Participants agreed that Cayman's graduates often lack both technical and soft skills required for workforce success. Gaps were noted in areas such as cybersecurity, data management and digital literacy, alongside communication, critical thinking and resilience.

A common concern was the limited opportunity for students to apply classroom learning in real-world contexts due to the scarcity of internships and apprenticeships. Expanding structured, supervised work placements and integrating practical project-based learning into curricula were seen as essential for developing job-ready talent.

6.6. Emerging Industries and Future Skill Needs

Artificial Intelligence (AI) was identified as the most transformative force shaping the future workforce. Participants emphasised the importance of teaching AI literacy across all sectors, enabling every worker to understand and leverage its applications.

Other priority areas included blockchain, digital forensics, cybersecurity and data analytics, where demand for skilled professionals is expected to grow significantly. Participants advocated for micro-credentials, short courses and stackable certifications that can be updated regularly to match rapid technological change, ensuring training remains responsive and relevant.

6.7. Public–Private Roles in Workforce Development

The discussion reinforced that building a future-ready workforce requires shared responsibility between the public and private sectors.

- The **private sector** should invest in training, mentorship and internship opportunities and actively participate in curriculum development.
- The **public sector** must provide policy direction, funding and infrastructure to support digital learning.

Together, both sectors should establish a robust framework for partnership, promoting continuous learning, knowledge exchange and agility in responding to emerging workforce demands.

6.8. Data-Driven Planning and Central Coordination

Participants emphasised the urgent need for centralised, standardised education and labour market data to support informed policy-making. This Government Department should act as a national data repository, coordinating information across ministries, schools and private employers. Such a system would help align training outputs with actual labour market needs, monitor skills demand and guide investment in future workforce initiatives.

“Technology is evolving faster than education can keep up. To prepare Cayman’s workforce, we need agile curricula, confident educators, and stronger partnerships with industry. When education and business work hand in hand, we can close skills gaps and empower students for the jobs of tomorrow.”

**Tamsin Deasey-Weinstein, Director
at UCCI**

7. Tech Talks: Future-Proofing Cayman’s Tech Ecosystem

Focus Group Participants: *Panellists – Industry Tech Professionals; Audience – Seasoned Tech Professionals, Recent Graduates, Educators, Policymakers*

The Tech Talks – Future-Proofing Cayman’s Tech Ecosystem session brought together leading professionals to discuss strategies for strengthening the Cayman Islands’ technology sector. The event focused on developing a sustainable talent pipeline, fostering collaboration between government and private stakeholders and leveraging emerging technologies to secure Cayman’s position as a regional innovation hub.

7.1. Career Pathways into Technology

Participants shared diverse entry routes into technology careers, demonstrating that the field is accessible from a wide range of educational and professional backgrounds. Many entered tech after exploring other disciplines, emphasising the importance of transferable skills and curiosity-driven learning. Early exposure to technology, through gaming, programming and family influences, was frequently cited as a key motivator for career interest.

A shared insight was that real-world experience, mentorship and internship opportunities play a critical role in building employability and confidence among new entrants to the sector.

7.2. Building a Sustainable Tech Ecosystem

The panel explored strategies to future-proof Cayman’s technology sector, focusing on education, awareness and collaboration.

➤ **Awareness and Promotion**

Raising public awareness of technology careers was identified as a priority. Outreach through school visits, workshops and public events can help

demystify technology careers and attract young Caymanians to the field.

➤ **Education and Curriculum Reform**

Panellists called for early integration of STEM subjects into school curricula, along with alignment between educational programs and industry requirements. Replicating successful models across all schools would ensure equitable access to technology education.

➤ **Government and Private Sector Collaboration**

A recurring recommendation was the establishment of a joint council to maintain continuous dialogue between government and the private sector. Such a body would oversee curriculum alignment, mentorship initiatives and the promotion of career opportunities.

➤ **Entrepreneurship and Market Definition**

The need to define Cayman's technology market was highlighted as essential to fostering entrepreneurship, innovation and investment. Establishing a clear understanding of local market needs would also encourage the development of homegrown tech start-ups.

7.3. Mentorship, Internships and Real-World Experience

The discussion emphasised the value of practical experience as a bridge between academic learning and employment. Paid internship programs offered by major firms have proven successful but face challenges in attracting applicants and ensuring sufficient program duration.

Panellists proposed government-supported mentorship programs for smaller companies, enabling them to host interns and develop young talent. Participants also noted that many Caymanian students remain unaware of available internships and scholarships, underscoring the need for improved promotion of these opportunities.

7.4. Challenges and Barriers to Entry

Several barriers to Caymanians entering the technology sector were identified:

- **Limited exposure** to tech roles and misconceptions about the field
- **A shortage of practical experience**
- **A tendency for graduates** to remain overseas after studying abroad

➤ **Underutilisation of available internship and scholarship programs.**

Panellists also stressed the importance of expanding perceptions of tech careers to include roles such as business analysis, project management, cybersecurity and data governance.

7.5. Opportunities in Artificial Intelligence and Data

Artificial Intelligence (AI) was a central topic, with participants examining its transformative impact on job roles and workforce needs. While AI-driven automation may reduce certain middle-management roles, demand is growing for developers, data engineers and AI governance professionals.

Cayman's established financial and legal sectors provide a strong foundation for data-driven innovation. With the right investments, the islands can position themselves as a leader in AI-enabled professional services across the region.

7.6. The Five-Year Vision for Cayman's Tech Sector

Panellists expressed optimism about the Cayman Islands' potential to become the "*Silicon Valley of the Caribbean*." This vision hinges on:

- **Strengthening education and mentorship pipelines**
- **Attracting global expertise** while nurturing local talent
- **Establishing flagship tech companies** that inspire confidence and attract investment
- **Promoting continuous learning and professional development.**

Geopolitical and economic trends also present an opportunity for Cayman to attract international companies seeking near-shore, English-speaking locations for tech operations.

“The future of technology depends on diversity of thought. Supporting inclusion and neurodiversity means working with advocacy groups to ensure that every talented individual has a pathway into the tech industry. Neurodiverse individuals bring unique creativity and problem-solving skills, qualities that drive innovation, strengthen economic resilience, and help to build a tech ecosystem that reflects the richness of our community.”

**Daniel Reid, Chief Information Officer
at the Cayman Islands Stock Exchange**

8. Voices of the Future: Tech Students’ Perspectives

Focus Group Participants: Caymanian students currently studying in the United Kingdom (UK), United States (USA) and Canada.

The objective was to gather insights on their awareness of Cayman’s technology landscape, confidence in local career opportunities and the factors that shape their decisions regarding returning home to work.

8.1. Awareness and Visibility of Tech Career Opportunities in Cayman

Participants expressed moderate familiarity with local tech roles, rating their awareness at 7 out of 10. Despite this, they highlighted persistent visibility challenges:

- Tech roles are less prominent and less advertised compared to business and finance positions.
- Many students learn about opportunities through word-of-mouth rather than formal communication channels.

8.2. Confidence in Securing Tech Roles After Graduation

Students’ confidence in securing meaningful work in Cayman was mixed and largely influenced by prior exposure. They noted that:

- Positive internship experiences at organisations such as Cayman Islands Health Authority, Cayman National Bank, Cayman Islands Monetary Authority and the Department of e-Government increased confidence.
- Networking, repeated internships and maintaining contact with employers were seen as essential.
- However, participants noted the absence of early recruitment and structured career pathways, common in the UK and other jurisdictions, making long-term planning difficult.

8.3. Factors Influencing Return Decisions

Students described a range of factors influencing whether they return to Cayman or pursue opportunities abroad:

- **Scholarship obligations** play a major role for government-funded students.
- **Cayman's small market size** limits specialised roles in fields such as aerospace or climate technology.
- **Cost of living, family considerations and lifestyle preferences** weigh heavily on long-term decisions

8.4. Barriers to Returning and Building a Tech Career

The group identified several systemic barriers that hinder reintegration into Cayman's workforce:

- **High cost of living**, particularly challenging for entry-level graduates.
- **Limited job diversity**, especially in specialised engineering or research fields.
- **Slow career progression** and a tendency for organisations to favour familiar candidates.
- **Experience requirements** that are often unrealistic for entry-level roles.

8.5. Skills Development and Employer Expectations

Participants described the mix of skills they are building overseas and how these align with local employer expectations:

- **Technical skills** include programming, cybersecurity, computer-aided design and engineering disciplines.
- **Soft skills** like communication, teamwork and problem-solving were described as essential and actively cultivated through group projects.
- Students believe Caymanian employers increasingly value candidates who are **well-rounded**, combining technical and professional competencies.

8.6. Support Needed for Returning Students

To ease the transition back home, participants proposed several support mechanisms:

- Introduction of **graduate schemes** similar to UK models, offering structured early-career opportunities.
- Development of **clear career pathways** within major employers.
- **Access to mentorship programmes, networking opportunities and supportive company cultures.**

8.7. Improving Employer–Student Connections

Students expressed a desire for stronger and more direct engagement with Caymanian employers:

- **Email** and **LinkedIn** were identified as the preferred communication channels.
- Companies should leverage **scholarship databases** for targeted outreach.
- Networks such as **Cayman Connection** could serve as bridges between students, government and the private sector.

8.8. Designing Ideal Tech Career Paths in Cayman

Participants outlined their vision for attractive and sustainable tech career paths:

- Entry-level roles with **clear progression**.
- Opportunities to work on **diverse and innovative projects**.
- **Flexibility**, including remote or hybrid work options.
- Exposure to **emerging technologies** and continuous upskilling.

"I'm a young Caymanian studying Computer Science at Cardiff Metropolitan University, passionate about technology and problem-solving. I applied for the Jack Copper Internship to turn what I've learned into real-world experience. Working with Cayman Enterprise City gave me hands-on exposure to current technologies and issues that clients face daily. The experience showed me how IT supports business operations, helping me understand the bigger picture."

**Frederick Robson, Jack Copper
Technology Summer Intern (2025)**

Recommendations

1. National Strategy, Coordination and AI Readiness

- **Develop a National Training and Tech Workforce Framework** with clear standards, indicators and performance measures aligned with Cayman's economic and technology priorities.
- **Establish a National Tech and AI Strategy** to coordinate education, labour market and innovation initiatives, emphasising ethical AI use, data governance, workforce readiness and responsible innovation funding.
- **Formalise a National Tech Sector Council** to align government, industry and academia through coordinated planning, shared data and policy coherence.
- **Create a Central Data Repository and Digital Transformation Dashboard** to collect, analyse and publicly report on workforce, education and digital progress indicators, enabling evidence-based decision-making.
- **Accelerate the replacement of legacy systems** and rollout of foundational digital infrastructure, including the **National Digital ID** and interoperable e-government platforms.
- **Promote AI and digital literacy** across all sectors, not limited to tech roles, to prepare the workforce for automation, data-driven decision-making and emerging job opportunities.
- **Launch a National Tech Talent Portal** to connect students, job seekers and employers, improving visibility of training, internship and employment opportunities.

2. Education and Curriculum Modernisation

- **Modernise curriculum and training frameworks** to integrate AI literacy, digital skills and applied learning from early education through tertiary levels.
- **Reduce overreliance on exam-based structures** by incorporating project-based learning, teamwork and real-world applications.

- **Embed soft skills development**, including communication, critical thinking, problem-solving and resilience, across all education levels.
- **Invest in continuous professional development for educators** to ensure teaching remains current with technological trends and emerging tools.
- **Expand micro-credentials and short courses** in high-demand fields such as AI, cybersecurity, cloud computing and data science.
- **Strengthen partnerships between schools, UCCI and industry** to ensure that academic programmes directly support national workforce needs.

3. Work-Based Learning, Career Pathways and Retention

- **Expand paid internships, apprenticeships and graduate trainee programmes**, supported by government funding and monitoring and employer partnerships.
- **Integrate practical, work-based learning** into curricula to provide real-world experience and build employability.
- **Establish structured mentorship programmes** linking students and early-career professionals with experienced industry leaders.
- **Define clear career progression pathways** and professional recognition frameworks to retain and advance local talent.
- **Encourage lifelong learning** through training grants, modular courses and employer-led learning incentives.
- **Equip Caymanians with globally relevant digital skills** to access opportunities within the local economy and international markets.

4. Inclusion, Awareness and Community Engagement

- **Launch a National Tech Awareness Campaign** to showcase Caymanian success stories, promote technology careers and build community interest.
- **Expand outreach to schools, parents and communities** through workshops on

technology, online safety and digital career options.

- **Support inclusion and neurodiversity in the tech sector**, partnering with advocacy groups to connect diverse talent with employers.
- **Promote equitable access to digital tools and learning technologies** across all districts to reduce the digital divide.
- **Encourage extracurricular and community-based initiatives** such as coding clubs, hackathons and innovation challenges to nurture early engagement in technology.

5. Infrastructure, Innovation and Investment

- **Simplify digital business operations** through policy reforms that streamline business registration, approvals and digital service licensing.
- **Encourage private sector investment in digital infrastructure**, including high-speed broadband, secure cloud services and modern data centers.
- **Integrate renewable energy solutions** to power sustainable and resilient tech operations.
- **Support entrepreneurship and innovation** through mentorship, startup incubators and access to venture funding.
- **Develop standardised data protection and governance protocols** to safeguard privacy, support interoperability and build public trust.

6. Public Sector Readiness and Digital Transformation

- **Implement ministry-specific digital transformation KPIs** to measure outcomes, foster accountability and track progress.
- **Invest in continuous, modular upskilling for civil servants**, with emphasis on cybersecurity, data management, AI ethics and emerging technologies.
- **Establish tailored digital literacy pathways** to support employees at varying levels of proficiency.
- **Empower middle managers as change leaders** and strengthen mentorship and

cross-generational learning programmes within government.

- **Create a centralised digital transformation dashboard** to coordinate inter-ministerial progress and promote transparency.

7. Collaboration, Governance and Leadership

- **Strengthen public–private collaboration** through formalised partnerships, data-sharing agreements and co-developed innovation projects.
- **Enhance alignment between education, workforce and economic policies** through joint planning among ministries of education, labour and commerce.
- **Promote joint research and innovation initiatives** between academia and industry to position Cayman as a regional technology hub.
- **Adopt a hybrid governance model** that leverages the public sector’s regulatory oversight and the private sector’s agility to accelerate digital adoption.
- **Establish clear national leadership and accountability structures**, to guide and oversee Cayman’s digital transformation.

To advance these recommendations, the Government of the Cayman Islands should pursue a coherent, whole-of-government plan of action anchored in national coordination, inclusive participation and phased implementation. The approach should begin with the establishment of a central governance framework to align ministries, industry and academia around shared priorities for digital transformation and workforce readiness. Guided by a unified vision, the Government can progressively strengthen institutional capacity, modernise education and training systems and enable innovation through strategic investment in technology infrastructure and human capital. This high-level plan emphasises collaboration, accountability and evidence-based policymaking as the foundation for building a resilient, future-ready digital economy that positions Cayman as a regional leader in technology and innovation.

“Digital transformation is strongest when government, industry, and the community work together. Cayman’s scale is one of our greatest strengths, allowing us to develop and demonstrate world-class public–private collaboration. When we work together around innovation, trust, and education, we create the foundation for a future-ready Cayman that benefits everyone.”

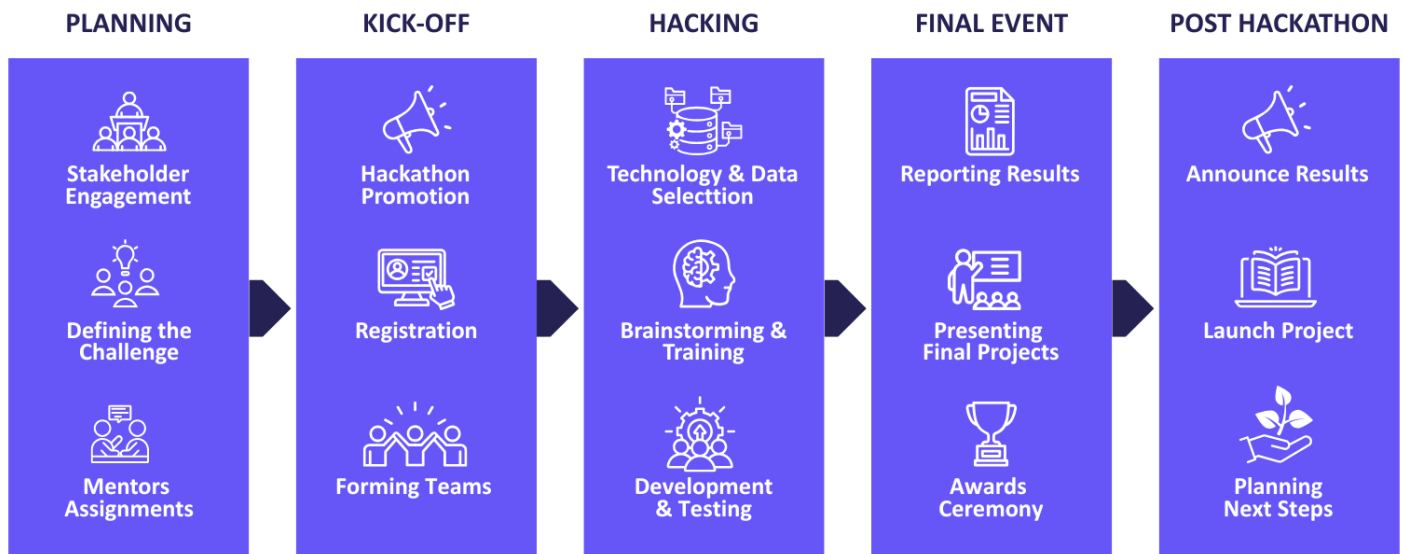
Cristina Spratt, Founder & Principal Consultant at Tidal Edge Consulting

Tech Futures Week Hackathon Challenge

Innovation. Teamwork. One Big Idea.

What is a Hackathon?

A one-day, high-energy sprint where bright minds come together to brainstorm, build and bring ideas to life, using technology to solve real-world problems in a creative way.



The Challenge

Teams were tasked to design and prototype a digital platform that connects lifestyle aspirations with career opportunities and financial realities in the Cayman Islands.

The Vision

To empower Cayman's workforce of today and tomorrow with a tool that helps to answer life's big questions:

- Can I afford the lifestyle I want with this career?
- What jobs match my goals and interests?
- What salary do I need to reach my dream lifestyle?

- What will my finances look like over the next decade?

The Results

A lifestyle led career mapping platform, called FutureMe Cayman, is set to launch December 9, 2025!

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

Visit: www.enterprisecayman.ky/futureme-cayman



Appendices

i. Acknowledgement

On behalf of the Cayman Islands Tech Futures Week 2025 Planning Committee: CEC, Enterprise Cayman and WORC, we would like to extend our sincerest thanks to the Premier, the Honourable Andre Ebanks and the Minister of Caymanian Employment and Immigration, the Honorable Michael Myles for their support at the launch of our event.

A special thank you to all our moderators and the participants of the focus groups, round table talks and other sessions, who generously shared their time, insights and experiences throughout Tech Futures Week. Their contributions were invaluable in shaping the findings of this report. Participants represented a broad cross-section of the Cayman Islands' workforce, education sector and technology community who provided thoughtful input on topics such as skills development, workforce readiness, opportunities in emerging technologies, the integration of tech across traditional industries and pathways to attract and retain local talent. Their perspectives have been essential in identifying both the challenges and opportunities that will guide the Cayman Islands' ongoing efforts to build a sustainable, tech-enabled economy.

Our appreciation goes to our Tech Talks panellists; Gary Allen, Paul Peat and Daniel Reid, for sharing their valuable insights and expertise. Their discussion offered an in-depth perspective on Cayman's evolving technology landscape, highlighting the importance of developing local talent and fostering innovation through mentorship, training and industry engagement.

We would also like to acknowledge Chris Joseph for his invaluable support to the planning team and thank our academic sponsor, UCCI, for hosting the Tech Futures Forum and #UniTalks where Leonard Wadewitz of CompTIA presented on tech career pathways. Our gratitude extends to our distinguished speakers, Amrita Bhalla of A.B. Consulting, Samuel Jacques-Cloutier of Hash Directors, Christina Spratt of Tidal Edge Consulting and Dr. Llavonne Clark of the Department of District

Administration, for their thoughtful contributions to the dialogue on Cayman's evolving tech ecosystem.

We also wish to thank our Tech Futures Forum Workshop Facilitators Robert Eryou of Maples and Dr. Alexander Forssell of Deloitte, who led the Family Cybersecurity Workshop and Giannie McLaughlin of Connect by Nova, who led the CV Design Workshop for their commitment to supporting local talent development and digital literacy.

Special thanks to Cayman Connection for facilitating our outreach to Caymanian students studying overseas. Their support made it possible for us to gather the students' valuable thoughts and perspectives, which have significantly enriched the insights captured in this report.

Finally, we wish to express our gratitude to our Hackathon partners, the Cayman Islands Computer Science Society, particularly Stuart Reavley and Stephen Ta'Bois, for their invaluable support and engagement with preparing our Hackathon participants and guiding them through building Cayman's first resident led Workforce Development platform.

To all our additional supporters, we extend our deepest gratitude: The Cayman Islands National Cybersecurity Association Connect by Nova, SteppingStones Tech, 345 Robotics and Inspire Training Cayman.

ii. Methodology

The research approach for Cayman Islands Tech Futures Week 2025 utilised a participatory, mixed-methods design to gather insights from key stakeholders across the Cayman Islands' technology ecosystem. Data were collected through a week of interactive events held from October 6–11, 2025, including focus groups, roundtables, workshops and forums that engaged early-career professionals, human resource leaders, educators and training providers, parents, students and policymakers. Online surveys were also administered ahead of the events to capture preliminary perspectives.

These activities generated qualitative insights into priority areas such as skills gaps, workforce readiness, education and training alignment and industry collaboration. Focus groups explored perspectives on tech talent, public sector readiness and education

pathways, while sessions such as the CyberSandbox Workshops and Hackathon provided practical demonstrations of local talent development.

Ethical standards were upheld throughout the process to ensure confidentiality and voluntary participation. This event-based research approach fostered meaningful stakeholder engagement and produced practical, evidence-based insights to guide future policy, education and workforce strategies for the Cayman Islands’ evolving digital economy.

iii. Marketing & Outreach

A comprehensive public-private, multi-channel marketing and outreach campaign was executed to ensure strong awareness and engagement leading up to Cayman Islands Tech Futures Week 2025. The strategy focused on maximising visibility across digital, print, and community-based platforms, while tailoring messaging to reach students, professionals, industry leaders and the broader public.

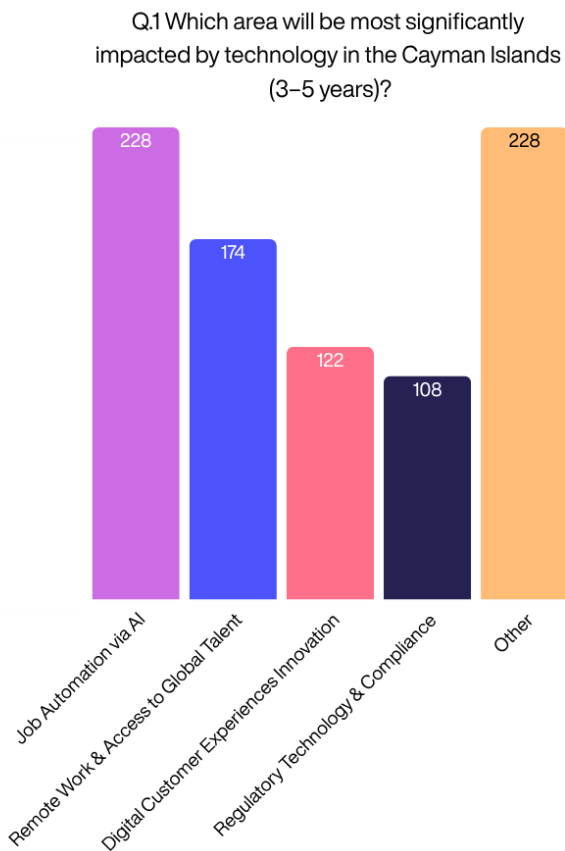
Campaign Highlights

- Web Engagement: 5,763 Related Page Views
- Social Media: Over 100K Social Impressions
- Email Marketing Distribution: 4,100 Individuals
- Press Coverage: Interviews on Radio Cayman, Z99 FM, Island FM, Cayman Compass and Daybreak.
- Digital Ads: Digital Billboards, Cayman Compass Online, Radio Cayman and Paid Social via Enterprise Cayman.
- Community Outreach & Amplification: Cayman Islands Government, 345 Robotics, AB Consulting, Cayman Connection, Cayman Finance, Cayman Islands Chamber of Commerce, Cayman Islands Computer Science Society, Cayman Islands Recruitment Association, Cayman Islands Society for Human Resources Professionals, CompTIA LATAM, Connect by Nova, Expertise Group, Family Cybersecurity, Inspire Cayman Training, International College of the Cayman Islands, Maples Technology SEZC Ltd., National Digital Transformation Strategy Taskforce, New Frontier Data SEZC, SteppingStones, and University College of the Cayman Islands.

The campaign successfully positioned Tech Futures Week as a national conversation on technology careers and innovation. High engagement across social platforms and strong attendance at events demonstrate the effectiveness of a coordinated, multi-channel approach.

iv. Survey Responses

As part of the registration process, participants were asked three questions and a total of 860 individuals submitted responses.



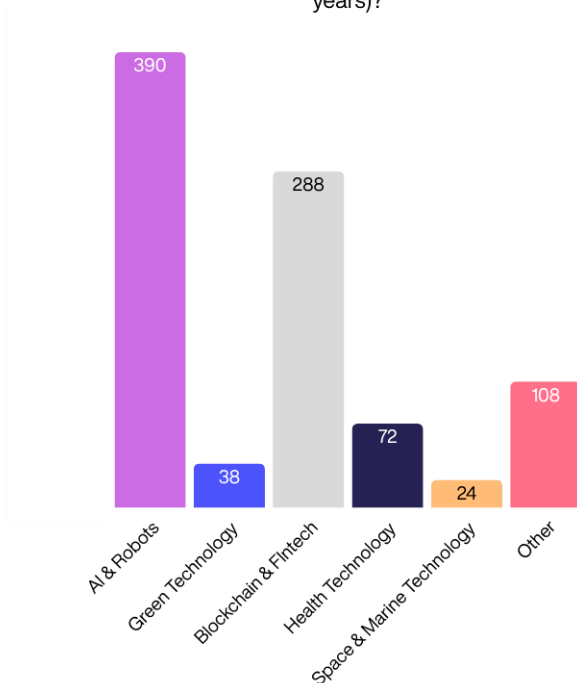
Of the 860 respondents, 26.5% indicated that job automation via AI will be the area most significantly impacted by technology within the next three to five years, while another 26.5% selected “Other” and provided the following insights:

- Education and Awareness: Emphasis on digital literacy, online safety and the ability to discern real versus false information.
- Creative Industries: Recognition that Createch, CultureTech and EnterTech can help preserve

Cayman's cultural identity while creating new employment opportunities.

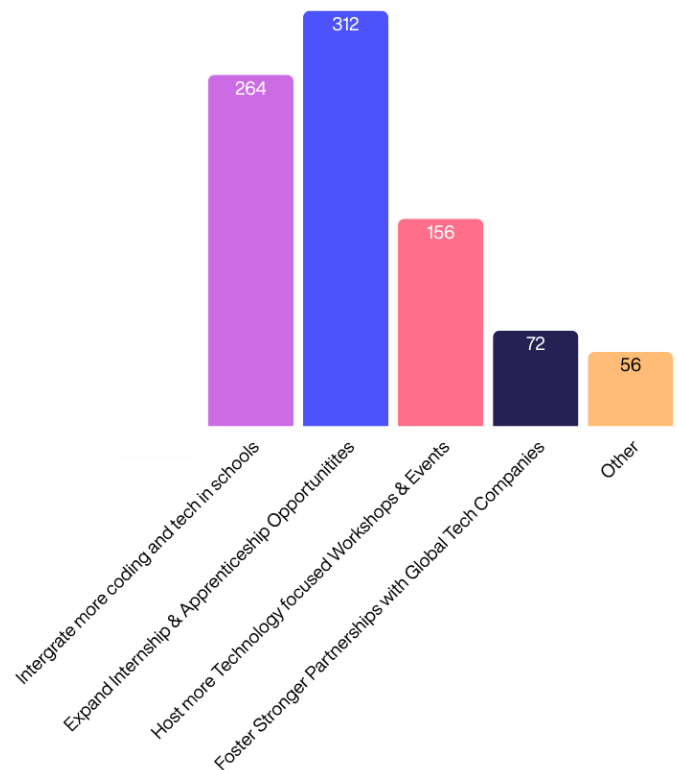
- Agriculture and Food Production: Highlighting technology's role in improving food quality, productivity and sustainability.
- Entry-Level and Administrative Work: Acknowledging that automation may disproportionately affect foundational job roles.

Q.2 Which emerging technology will shape the future of careers in the Cayman Islands (3–5 years)?



- 45.5% of the respondents indicated that AI and Robotics are emerging technology that will shape the future of careers in Cayman within the next three to five years while 26.6% selected Blockchain and Fintech.
- The category “Other” introduced:
 - Battery Technology: Seen as key to reducing energy costs.
 - Digital Identity and Infrastructure: Including Cayman's Digital ID and datacentre development.
 - Biotech and Atomic Technologies: Not yet claimed by jurisdictions, but viewed as high-potential.
 - Fintech and E-commerce: Highlighted for their role in modernising business operations.

Q.3 Most important action to prepare young people for future tech careers?



- The two areas identified as the most important to prepare young people for future tech careers are:
 - Expanding Internships and Apprenticeship Opportunities (36.3%).
 - Integrate More Coding and Technology Education in Schools (30.7%).
- “Other” responses emphasised:
 - AI Literacy and Ethics: Training on responsible use and understanding of AI.
 - Critical Thinking and Business Skills: Preparing youth for real-world decision-making.
 - Community and Work Ethic Development: Building a culture of participation and responsibility.
 - STEM Outside School: Independent learning opportunities and competitions to make tech fun.
 - Public-Private Alignment: Bridging the gap between job market needs and youth preparation.

Tech Futures Week Event Partners



Cayman Islands
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