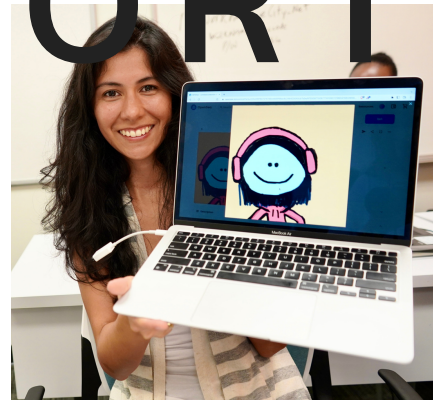


2022

REPORT



ENTERPRISE CAYMAN

Let's grow the next generation of Caymanian innovators and entrepreneurs with Enterprise Cayman!



**ENTERPRISE
CAYMAN**
by Cayman Enterprise City



**CAYMAN
ENTERPRISE
CITY**
Special Economic Zones

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Introduction

Throughout 2022, Enterprise Cayman, the non-for-profit (NPO) workforce development initiative by the Cayman Enterprise City socioeconomic development project (CEC) strived to work towards its core objectives in serving the community through the promotion of employability in affiliation with the goals of the Cayman Islands Government. Each year, Enterprise Cayman works to provide Caymanians and residents with access to high-quality learning experiences and opportunities to pursue dynamic careers in the technology and innovation sectors. The NPO is helping to grow the next generation of Caymanian innovators and entrepreneurs.

2022 CORE AIMS OF ENTERPRISE CAYMAN

1. To raise local awareness of, and interest in Science, Technology, Engineering and Maths (STEM) careers and entrepreneurial opportunities.
2. To create a space for Caymanians and residents of the Cayman Islands to develop, collaborate, and take advantage of an ever diversifying and developing economy.
3. To ensure that the next generation has the tools and knowledge to thrive within the world's fastest growing job market.

In 2022 Enterprise Cayman took special interest in entrepreneurship, growing the Business Design Competition, initiating a business incubator called "Launch Labs" and producing a series of talks providing entrepreneurial support. This focus has allowed Enterprise Cayman to support new entrepreneurs from the ideate stage of forming a business idea, to getting new locally grown business ventures ready for investment and connected with the CEC Angel Investors Network.

Accessibility is another core ethos of Enterprise Cayman. Workshops were delivered either free of charge or with nominal fees to ensure participant investment and to allow the widest demographic to attend. Most Enterprise Cayman's training opportunities, public discussions, networking events, and professional development events are provided free of charge to the local community, often supported by special economic zone (SEZ) members and industry leading experts.

Another major project conducted at the end of 2022 was the application of the "Theory of Change" methodology which was led by an experienced professional with close ties to Cayman in support of planning, evaluation, and the adaptive management of the NPO. Our team is working hard to ensure that we are offering the most meaningful educational and developmental experiences to promote social change for the benefit of Caymanians and the Cayman Islands as a whole.



Charlie Kirkconnell, CEO of Cayman Enterprise City and Director of Enterprise Cayman

Overview

This report focuses on CEC's achievements, strategies, resolutions, and subsequent objectives in relation to Schedule Three of the Amended and Restated Definitive Agreement and reports on activities which occurred during the 2022 calendar year. As set out in the founding mission statement of Cayman Enterprise City, CEC has a number of obligations to the Cayman Islands Government and to the Cayman Islands.

CEC 10 YEAR ANNIVERSARY

In February 2022 CEC reached a significant milestone in the project's development by entering its 10th year of operations. In February and March 2022 CEC ran a comprehensive "10 Year Anniversary Campaign" to celebrate a decade of innovation, collaboration, and growth and share opportunities with the wider Cayman Islands community on how to get involved. The campaign highlighted the Enterprise Cayman workforce development initiative and opportunities for Caymanians. The campaign widely distributed CEC and Enterprise Cayman reports and key milestones. We hope that the level of transparency demonstrates our commitment to proper Governance and highlights our socioeconomic impact within the Cayman Islands. The reports aim to demonstrate our capacity as Caymanians to innovate and diversify our economic base, create resilience, offer immense value, and continue to distinguish our jurisdiction as a world-class hub for innovation.

ENTERPRISE CAYMAN AND CEC IMPACT

As in previous years, CEC engaged an independent global economist and advisor, Marla Dukharan to assess the CEC project with the results delivered in 2022:

“Cayman Enterprise City provides technology and knowledge spill overs, and skills upgrades for Caymanians, creating jobs and a knowledge-based economy that: uplifts the quality of life for Caymanians, leverages the innovative power of global enterprises to support Caymanian prosperity, deepens local knowledge in new industries and fosters cross-sectoral collaboration, creates enthusiasm and excitement around placing innovation at the core of the Cayman brand and mentorship facilitates knowledge transfer, allowing Caymanians to gain new skills and expertise.” – Marla Dukharan, Economist and Advisor on the Caribbean

“The results from the 2021 Economic Impact report are a testament to the success of CEC as well as to the strength of the jurisdiction... Our community efforts include our continued investment to non-profit workforce initiative Enterprise Cayman, which is designed to help Caymanians and residents with access to high-quality learning experiences and opportunities to pursue careers in the technology and innovation sectors” – Charlie Kirkconnell, CEO of Cayman Enterprise City and Director of Enterprise Cayman

Enterprise Cayman as the NPO sister organisation of CEC, shares in this success story. This has resulted in opportunities for individuals with little or no prior experience in the industries of the future. Has created educational programmes that benefit the public and fosters partnerships with local educational institutions. Enterprise Cayman empowers local talent to become part of the global knowledge

workforce, provides work-based research opportunities and since its inception has created unique career opportunities and over 100 internship placements.

Enterprise Cayman's growth year on year and adaptive management strategy enables us to meet and often exceed obligations set by the Cayman Islands Government.

OBLIGATIONS UNDER SCHEDULE THREE | SECTION ONE

The parties have established a careers development bureau known as Enterprise Cayman 'CCDB' that reviews and aids the training, employment, and advancement of Caymanians in the Special Economic Zones. CCDB will comprise up to two representatives from Government and up to three proposed by the Developer.

OBLIGATIONS UNDER SCHEDULE THREE | SECTION TWO

- I** *Agree mechanisms to introduce scholarships for Caymanians seeking higher education in the Special Economic Zones.*
- II** *Establish higher education programmes in the Special Economic Zones, designed to provide Caymanians with the skills and expertise to secure employment in a variety of businesses in the Special Economic Zones.*
- III** *Collaborate with the private sector to establish and control the mechanism for increasing the employment percentage of Caymanians in the Special Economic Zones.*
- IV** *Issue recommendations to direct and stimulate education and training programs toward meeting the needs of the labour market in the Special Economic Zones.*
- V** *Provide to Government suggestions and recommendations on government policy regarding issuing the required legislations and adopting policy mechanisms in support of training, employment, and advancement of Caymanians in the Special Economic Zones.*
- VI** *Coordinate with both public and private institutions to achieve support for its efforts to execute strategies and plans to promote training, employment, and advancement of Caymanians in the Special Economic Zones.*
- VII** *Establish an electronic database including population, workforce, unemployment statistics and available vacancies in the Special Economic Zones.*
- VIII** *Set up programs and plans to support initiatives for self-employment and sole proprietorship of Caymanians in the Special Economic Zones.*
- IX** *Support and develop active and new programmes which support qualifying local talent to fill the required vacancies in the Special Economic Zones.*

OBLIGATIONS UNDER SCHEDULE THREE | SECTION THREE

- I *Employer Registration Process. The CCDB will create an employer account for every new Business in the Special Economic Zones. The CCDB will establish a team to work closely with employers to address their needs for skills and Caymanian manpower.*
- II *Vacancies Process. The CCDB will capture and processes employer manpower requirements and information.*

SCHEDULE THREE | SECTION ONE

The parties have established a careers development bureau known as Enterprise Cayman ‘CCDB’ that reviews and aids the training, employment, and advancement of Caymanians in the Special Economic Zones. CCDB will comprise up to two representatives from Government and up to three proposed by the Developer.

Enterprise Cayman (also referred to as ‘CCDB’ in this document), is a workforce development bureau and partnerships between CEC, the Cayman Islands Government (CIG), and SEZ companies that was established in 2012. The Enterprise Cayman initiative has been predominantly led by CEC representatives and employees alongside key governmental entities including the [Workforce Opportunities & Residency Cayman \(WORC\)](#), the [Cayman Islands Centre for Business Development \(CICBD\)](#), and Statutory Authorities including the [University College of the Cayman Islands \(UCCI\)](#). Private sector agencies, such as [NOVA Recruitment](#), [Stepping Stones Recruitment](#), [Inspire Cayman](#) and [Advantage Consulting LLC](#) have also been invited to advise and assist with training initiatives, programme development, and support CEC’s efforts to aids the training, employment, and advancement of Caymanians in the SEZs.

Strategic plans and objectives for the Enterprise Cayman initiative have been developed by CEC management based on feedback received directly from SEZ members, governmental departments, educators, recruitment professionals, and industry leaders. The initiative’s primary focus has been to help young Caymanians, offering distinct initiatives to different age groups.

In 2022 Enterprise Cayman directors, advisors and management consisted of:

- [Charlie Kirkconnell](#) – Director of Enterprise Cayman and Chief Executive Officer at CEC
- [Kaitlyn Elphinstone](#) – Director of Enterprise Cayman and Chief Marketing & Strategy Officer at CEC
- [Cindy O'Hara](#) – Director of Enterprise Cayman and Chief Development Officer at CEC
- [Alee Fa'amoe](#) – Director of Enterprise Cayman and Chief Technology Officer at CEC
- [Khurram Hassan](#) – Advisor to Enterprise Cayman and Managing Partner at Advantage Consulting, LLC
- [Peter Reilly](#) – Vice President of Enterprise Cayman

The Enterprise Cayman board has been established to deliver oversight for workforce development programming and opportunities for entrepreneurs for Caymanians while the Vice President of Enterprise Cayman, alongside Enterprise Cayman volunteers, was tasked with the objective of delivering programming to aid the training, employment, and advancement of Caymanians in the SEZ.

In 2022 Enterprise Cayman offered individuals of various ages and demographics a wide range of opportunities. For Caymanians and residents aged 12-15 Enterprise Cayman offered a series of technology focused workshops throughout the year. For ages 15-18, Enterprise Cayman supported a number of school fairs, clubs, and resume building workshops. For ages 18-25, Enterprise Cayman offered networking events, scholarships, entrepreneurial opportunities, access to code education, and internships for Caymanian applicants. For individuals over 25, Enterprise Cayman delivers work placement opportunities within the SEZ targeted towards those who wish to re-tool for a career change. This comprehensive program has been developed to enable Caymanians to acquire the skills they need to fill the jobs that are being created within Cayman’s three SEZs, which include [Cayman Tech City](#), [Cayman Commodities & Derivatives City](#), and [Cayman Maritime & Aviation City](#).

SCHEDULE THREE | SECTION TWO

Scholarships

OBLIGATION I *Agree mechanisms to introduce scholarships for Caymanians seeking higher education in the Special Economic Zones.*

In 2022, CEC continued to support Caymanian students through a variety of sponsored educational opportunities. Enterprise Cayman provided a Code Education Fund for Caymanians wanting to pursue careers in software development, cybersecurity and Web3. To support Cayman’s rising number of entrepreneurs, the Cayman Islands Business Design Competition awarded a local team with a USD \$10,000 cash prize and company start-up package to support their new start-up venture. Additionally, CEC provided financial assistance for students and recent graduates to attend the Cayman Islands Digital Economy Conference (CYDEC) Conference and the Cayman Islands Marketing Professional Association (CIMPA) Conference.

CODE EDUCATION FUND

Enterprise Cayman offers a needs-based financial assistance fund of USD \$10,000 that is structured specifically to help Caymanian applicants cover the cost of online code courses provided by our partners Code Fellows. Code Fellows provides students live remote instruction to educate in fields of cybersecurity, software development and Web3. This partnership with Code Fellows grants students access to over 800 unique hiring companies upon graduation and boasts 93% of graduates working in code related careers.

Please see additional details regarding code education under [SECTION TWO, OBLIGATION VI](#).

“We pride ourselves on educating and connecting job seekers with local and national employers. Whether you’re changing your career or just getting started in tech, ... see what our grads are doing and connect with a global network of hiring partners and coding academies.” – Sian Culligan from Code Fellows

“As someone who intends to pivot from the traditional finance industry into a more technical area of finance, and a founder of a tech company, knowing the foundation of development has become an essential skill. And the Enterprise Cayman has made this possible with a scholarship to attend Code Fellows' [courses] to expand my knowledge in software development.” – Danner Taylor, Code Education Fund recipient

CYDEC CONFERENCE SCHOLARSHIP

Five students were invited from the Enterprise Cayman initiative to attend the [Cayman Islands Digital Economy Conference \(CYDEC\)](#) in June 2022. Cayman’s leading conference of technological advancements was sponsored by CEC and hosted online. Each year the conference brings together global and local experts to showcase cutting edge ideas and applied technological advancements for forward thinking leaders in both the private and public sectors. These five students who expressed an interest in careers in technology were awarded a financial grant by Enterprise Cayman to virtually attend the conference.

FINANCIAL & GRANT ASSISTANCE FOR ENTREPRENEURS

In 2022, CEC continued to provide two initiatives aimed at supporting Caymanian entrepreneurs with resources and networks to launch new business ventures. Please see below [SECTION TWO, OBLIGATION VIII](#) for more details on the new initiatives called “Launch Labs” and “The Cayman Islands Business Design Competition”. In addition to these initiatives CEC offers grants to Caymanians towards corporate office space and setup should their project qualify to become licensed through CEC’s SEZs.

UCCI STEM SPONSORSHIP

Enterprise Cayman sponsored several STEM initiatives in 2022 at UCCI, including CI \$4,300 for the UCCI STEM Carib conference and a further CI \$5,500 for the UCCI STEM Summer Camp. This enabled UCCI to be able to offer places to students at nominal cost to ensure that these educational experiences are available for as many people as possible. As well as the sponsorship itself, Enterprise Cayman was also able to share knowledge through support of SEZ members who took part in a careers panel to talk about their work in various tech fields.

Higher Education Programmes

OBLIGATION II *Establish higher education programmes in the Special Economic Zones, designed to provide Caymanians with the skills and expertise to secure employment in a variety of businesses in the Special Economic Zones.*

CEC has developed close working relationships with both the International College of the Cayman Islands (ICCI) and the University College of the Cayman Islands (UCCI) to develop higher education

programming as part of the Enterprise Cayman initiative. These services would include guest lectures from the SEZ, workshops, scholarships, sponsorships and other initiatives including special events.

Following the appointment of Doctor Robert Robertson as new UCCI President, Enterprise Cayman and CEC began discussion to develop collaborative efforts into 2023 and beyond.

UCCI & ICCI STUDENT & FACULTY PRESENTATIONS

CEC regularly supports UCCI and ICCI by supplying event speakers and special lecturers from CEC's SEZs to speak with students and faculty. This knowledge-transfer provides Caymanians with additional skills and expertise to secure employment in a variety of businesses in the SEZs and introduces business professionals to students and job seekers. SEZ members share industry insights and years of experience with the goal of inspiring the next generation to pursue innovative tech jobs and start new innovative businesses of their own.

In the second half of 2022, Enterprise Cayman launched a new programme called, #UniTalks, where CEC is able to leverage its network of global industry experts to come in and deliver educational experiences to faculty and students.

Please see additional details regarding #UniTalks under [SECTION TWO, OBLIGATION IX](#).

UCCI STEM PARTNERSHIP PROGRAMMES

A proud partner since 2012, CEC has been working with UCCI through the Enterprise Cayman initiative to advance STEM education through the annual STEM Carib Conference, the UCCI STEM Summer Camp and the STEM Ambassador programme.

Enterprise Cayman was also able to partner with CISCO's Women Rock-IT program and the CFA Society to deliver a STEM Robotics Workshop. As well as participating in the event itself, Enterprise Cayman was also able to sponsor the event by covering the cost of the hire of the National Gallery venue for the event.

Enterprise Cayman was proud to sponsor the UCCI STEM Summer Camp and along with a significant financial donation towards the event, we were also able to host an interactive panel consisting of SEZ professionals who were able to answer students' questions ranging from technical queries to career guidance. The camp provided a weeklong adventure exploring science, technology, engineering, and maths. With activities such as computing, drones, virtual reality, microbiology, mathematics, astronomy, environmental science, vlogging, photography, physics, chemistry, and robotics, this marks the sixth year in a row that Enterprise Cayman has sponsored this initiative through an annual cash donation as well as support in sourcing instructors and special guest speakers.

"We are thrilled to be back at UCCI for Enterprise Cayman's annual STEM Summer Camp. This year marks 10 years since we began partnering with UCCI, and the demand for STEM graduates at CEC and the wider economy is greater than ever. This camp allows budding scientists, inventors, mathematicians, engineers and others with the opportunity to find their

passions and make the first steps towards a valuable career." – Charlie Kirkconnell, CEO of Cayman Enterprise City and Director of Enterprise Cayman

STEM WORKSHOP PROGRAMME

Enterprise Cayman delivered a series of Workshops to foster an interest in tech careers with Cayman youth. Initiatives such as this are important as they work to actively engage students in creative, analytical, and scientific thinking. These workshops are curated to inspire young Caymanians as young as 11 up to 18, to consider careers in the tech sector with the anticipated benefit that as they mature, Enterprise Cayman will have supporting opportunities and assistance programmes in place to see them succeed in that endeavour. These STEM workshops are made to be as accessible as possible with minimal registration fees with sponsorship from CEC covering the cost of all workshop materials and expenses.

"VR and 3D Printing are two very exciting, emergent technologies that promise to be very important tools for future designers, developers and engineers. We want to be able to offer young Caymanians and residents the ability to stay abreast of these technologies and learn the relevant skills that will give them a competitive edge in tomorrow's job market. The sure way to predict the future is to invent it." – Peter Reilly, VP of Public Engagement and Technology at Enterprise Cayman

3D Printing Workshops – Two online 3D Printing Workshops were delivered where students were able to freely create their own products that Enterprise Cayman were then able to manufacture for them. Students learned how 3D Printing Works and how to specifically design an object to be optimized for printing on a desktop 3D Printer using CAD software. In addition, these 3D Printing workshops allowed students to attend remotely which enabled students from Cayman Brac and Little Cayman to participate.

Renewable Energy workshop – Inspired by Cayman's renewable energy commitments following the Cop26 summit and the need for emergency power in the event of a blackout brought about by a tropical storm. Students learned about sustainable energy sources such as wind and solar and their environmental impact. They then competed to build the most efficient wind turbines that were then used to power hand crank generators that could be used to power a lantern or charge a mobile phone. Students were able to take home their energy capturing devices at the end of the workshop.

Boat Design Competition – Cayman is an island community and this STEM workshop aimed to teach students more about the shipping lines that are essential for our way of life. Students were tasked with designing and building boats to compete in a series of challenges, learning team working, planning, budgeting as well as some basic engineering fundamentals.

"[Enterprise Cayman] thank you for making this little engineer have such an amazing experience watching 3D design come to life and then getting to fly the final product! Opportunities for this generation right at our fingertips!" – Amanda Bertolino, parent of 3D Printing Workshop Student

UCCI METAVERSE OPEN CAMPUS

Enterprise Cayman was invited to participate at the UCCI Metaverse Open Campus to showcase to new and existing students and staff the capabilities of Virtual Reality as a teaching tool and as a product for future tech development. Enterprise Cayman was able to showcase some of our VR technology and demonstrate the latest cutting-edge VR applications. In addition, there was a demonstration showing a physical product being developed in Computer Aided Design software, visualized in VR and then 3D printed. The product was a flying pull copter that was able to be used straight off the printer. From concept to product, VR to 3D Print – a demonstration by Enterprise Cayman in the power and future of these rapidly evolving technologies.

“With the increase in technology use around the world, we need to ensure that our young Caymanians are equipped to compete globally. These hands-on workshops will give students the skills and knowledge they need to stay relevant in the technology field. 3-D printing and virtual reality are fun, exciting technologies that our students can enjoy. More importantly, they are technologies that can be used to assist in learning new skills and their application in various fields will allow our students to expand on their creative possibilities.” – Antoinette Gayle, Assistant Professor at UCCI

CLIFTON HUNTER GRADUATION

Enterprise Cayman sponsored six awards and presented them to students at the Clifton Hunter Graduation ceremony. The awards were for students who should outstanding reliance to challenge during their time of education at the prestigious Cayman school.

Enterprise Cayman takes pride in recognizing the hard work of students and was proud to be a part of the graduation ceremony. Enterprise Cayman looks forward to continuing our relationship with Clifton Hunter and will partner with them on more programmes in 2023.

THE ENTERPRISE CAYMAN MAKER SPACE

A creative space for CEC members and the wider Cayman Islands community in partnership with UCCI has been initiated by Enterprise Cayman for permanent inclusion in a dedicated space in our upcoming CEC campus development. This Maker Space will be a hub to develop prototypes and new technology. The space aims to provide a welcoming environment to make while building a community and culture of innovators and entrepreneurs. The new space will be designed for knowledge-sharing and collaboration and programming will include workshops for students of all ages as well as adults. In 2020 CEC initiated a series of pilot projects to test feasibility and interest. Equipment including virtual reality (VR) and augmented reality (AR) equipment, workstations, and high-powered computers, as well as a 3D printer were acquired and tested. This initiative supports [SECTION TWO, OBLIGATION II, III, VI, and VIII](#).

The tech community in the Cayman Islands came together to check out the new Maker Space in its temporary home before its planned inauguration in the new campus. The space aims to provide a welcoming environment to "make things" while building a community and culture of innovators and entrepreneurs. The current space combines Virtual Reality and Green Room equipment that will fuse two exciting and cutting-edge techniques and technologies in a fully kitted-out space.

Silver Palm Studios is a local company that was started under the encouragement and mentorship of Enterprise Cayman. It is locally owned. and 100% of its employees are Caymanian. Since its founding just

under two years ago, Silver Palm Studios has provided employment to 10 Caymanians in the budding film and media production industry. Moreover, Silver Palm Studios' client base is comprised almost entirely of local, not-for-profit organizations, so that high quality media content created by Caymanians can be made available to charitable organizations at an affordable rate. With its track record of employing Caymanians and supporting local, community service organizations, Silver Palm Studios is an example of the positive impact that Enterprise Cayman has had on the local business community, through its various programs, which stimulate the economy and entrepreneurial culture of the Cayman Islands.

ONLINE & EDUCATIONAL RESOURCES

In 2022, Enterprise Cayman continued to develop our series of online resources and helpful links on the Enterprise Cayman website to support job seekers. The helpful resources were promoted to educators and students so that they could discover new opportunities including, online courses, code workshops, CV and interview workshops as well as job opportunities.

STEPPINGSTONES PARTNERSHIP

CEC was pleased to announce the tech division of Steppingstones Recruitment as an official sponsor of the monthly TechTalks series. Steppingstones Recruitment joined CEC and Digital Cayman as series sponsors to increase the reach of these monthly events and to support our efforts in placing promising candidates in job opportunities within Cayman's growing tech sector. TechTalks have helped foster a diverse, and fast-growing community of tech companies in the Cayman Islands, creating an environment for knowledge-sharing, thought leadership, and debate around the ever-evolving digital economy. The strategic partnership will see the two organisations jointly participate in further developing the popular TechTalk series and wider ecosystem.

TECH TALKS

Initiated in 2019, CEC produces a series of monthly [TechTalks](#) discussions that are open to members of the public. The series of discussions, in partnership with the NPO Digital Cayman, sets out to initiate knowledge-sharing, tackle hard questions, examine industry trends, and foster a vibrant technology ecosystem in the Cayman Islands. Ongoing discussions create a vibrant avenue for networking opportunities and are helping to build a stronger digital/tech community in the Cayman Islands. Additionally, the series of monthly events provide networking opportunities which in turn help to connect Caymanian job seekers with industry experts and careers available with the CEC SEZs.

The 2022 TechTalks programme included:

Digital Transformation Our Evolving Island. CEC in collaboration with Digital Cayman and SALT Technology Group held a TechTalks event on the digital transformation required for businesses and organisations to adapt to changes in market conditions and consumer behaviours. Representatives from the Ministry of Investment, Innovation & Social Development (MIISD), the Royal Cayman Islands Police Service, Digicel Cayman, and Walkers Global led the discussion how the Cayman Islands business

community has embraced cloud transformation and gave guidance on new and emerging trends that businesses should be looking out for.

State of Play Cybersecurity. Carlos Edwards, Technical Support Specialist at CEC, moderated a TechTalks panel on Cybersecurity. Panellists included RJ Sudlow of Kirk ISS, James McGarvey of CISA and Aneal Sobie, an Information Security Specialist. The group discussed sponsored hacking programmes to typical activities of small-scale cyber criminals. Individuals were invited to connect with industry experts, learn about cyber trends and threats and gain an understanding of practical business solutions.

Precious Metals & Digital Assets. CEC in collaboration with Digital Cayman and Strategic Wealth Preservation (SWP) group hosted a TechTalks discussion and tour of the SWP vault. SWP is an international precious metals dealer and secure storage provider headquartered in the Cayman Islands. They specialize in the acquisition and secure storage of precious metals for individuals, companies, trusts and wealth management professionals on behalf of their clients. The talk focused on the link between precious metals and virtual assets and its concurrent relevance to everyday investors. The talk was moderated by Stuart Bostock, Managing Director of Operations and Development of SWP and was joined by panellists Mark Yaxley the Managing Director of SWP and Petri Basson of HASH Consulting.

BrainTest® A MedTech Dev Case Study. CEC in partnership with Digital Cayman and BrainTest SEZC hosted a discussion on developing new technologies in the MedTech sector. Cayman's MedTech sector is growing at a rapid pace. Globally significant projects, like BrainTest SEZC, are innovating within the MedTech sector, developing new technology, and making a significant impact, right here from the Cayman Islands. Guests were invited to meet Michael Kader whose company provides the first digital self-administered Alzheimer's app that can identify early signs of MCI.

Creating Compelling Video Content (Digital Marketing). This TechTalks event was held at the Camana Bay Cinema and explored the subject of digital marketing, specifically video led marketing campaigns. The event was delivered by CEC in partnership with Steppingstones Recruitment, Digital Cayman and the Cayman Islands Marketing Professionals Association (CIMPA). Company experts from AirVu Media, Zeal, Massive Media and HD Digital were on hand to deliver guidance and suggestions on how to make video marketing engaging to an audience. This talk proved to be extremely popular, with the benefits of an effective marketing message, being a concept that became well understood by the attending guests thanks to CEC's network of talented speakers, being able to give local businesses in attendance a masterclass in digital marketing.

Consensus Debrief 2022. This TechTalks event focused on blockchain, crypto, Web3 and the metaverse. A group of individuals who attending the Consensus global conference discussed their finding and the latest views on how this new technology is shaping the future of finance, investing, culture, entertainment, marketing, governance, and even daily life as we know it.

“We are thrilled to see a growing interest in new emerging technologies right here in the Cayman Islands. It's important for us to produce events that engage our growing digital community and explore new technologies. With dynamic events, like [these], and nearly 300 special economic zone companies working in the knowledge and technology sectors, the jurisdiction is increasingly being recognized for a new sector – its growing digital economy.”

Charlie Kirkconnell, CEO of Cayman Enterprise City and Director of Enterprise Cayman

Developing a Tech Workforce in the Cayman Islands. CEC in collaboration with Digital Cayman and Steppingstones and Digital Cayman hosted a special seminar on developing a tech workforce in the Cayman Islands. The event involved a panel consisting of Ben Bailey from Steppingstones, Ravi Campbell from Dart, Colin Smith from The Agency, and Malcolm Todd from Maples. The panel discussed the particulars of tech recruitment, the demand for and shortage of qualified candidates, as well as the differences in salaries for similar roles in Cayman compared to Canada and the UK. Also of note was information shared on best practices for modern CV writing and professional development courses currently available in Cayman for those in the tech industry.

RegTech. Regulation is an essential layer in the financial services industry, ensuring companies' and clients' protection, market integrity, and prevention against fraud and other illegal activities. As companies seek to comply with demanding and complex regulatory requirements, they search for new and innovative technology to enhance the effectiveness and efficiency of meeting those obligations. This TechTalks event focused on how public and private sectors in Cayman are approaching the regulatory demands, the challenges they are facing, and what technology could potentially do to improve and simplify their compliance going forward.

DAOs a Cayman Perspective. This TechTalks panel discussion on Decentralized Autonomous Organizations (DAOs) produced by CEC invited guest speakers Cobus Pietersen from Walkers, Oliver Bell from Marfire, James Knox from Aon, Marc Piano from Harneys, and Yaro Pshenitsyn from Chainlink SEZC. DAOs are innovative governance systems that are gaining traction in the Web3 space and are getting more popular by the day. The panel discussed DAOs in the Cayman Islands, explored key examples, talked through legalities, and took a practical view of the fundamentals outlining the benefits, drawbacks, and emerging trends.

Transforming Tech Leadership. The pandemic pushed boundaries of technology for most people. The shift in how everyday activities, work from home, meetings, technology needs, data security, among so many other technology requirements had to be transformed. Digital Transformation became a reality and tech leaders recognised that new leadership qualities and approach were needed to address these fundamental necessities. The TechTalks event moderated by Alee Fa'amoe, CTO at Cayman Enterprise City, allowed attendees to meet Cayman's top technology leaders who are at the forefront of change and learn from their experiences and discuss how teams can adapt to succeed. Guest speakers included Heather Lockhart, COO and Life Coach at BHAC, Jefferson Tibbetts, Sales Manager, B2B SMB for FLOW Business and Yann Chatreau, CIO at Walkers.

Digital Trust Roundtable Discussion. Consumer faith in cybersecurity, data privacy, and responsible AI hinges on what companies do today — and establishing digital trust is providing companies with a competitive edge and leading significant business growth. This TechTalks roundtable discussion invited Dr Alexandra Forssell, Director, Risk Advisory at Deloitte Cayman, to lead the event. Questions included: how can brands create digital trust; what we in Cayman can do as business leaders to mitigate a variety of digital risk and what are fast becoming best practices in Digital Trust.

VR Experience @ The Matrix. The end-of-year TechTalks experience allowed participants to get hands on with Virtual Reality technology at the Matrix at the West Shore Centre in Grand Cayman. As with the drone flying event in 2021, the December event was about engaging with technology and providing opportunities for networking. VR technology has become increasingly popular in many fields of our lives and is most commonly known for its entertainment applications (movies and video games).

FIN TALKS

The [series of financial sector discussions titled, FinTalks](#) focuses on market research and industry trends with subjects such as investments, liquidity, virtual assets, and related topics. The in-person discussions and networking opportunities create a new avenue to build a stronger business and financial services community in the Cayman Islands. Our FinTalks series remains ongoing as part of the partnership between CEC and the Chartered Financial Analyst Society (CFA).

Return Stacking: Strategies for Overcoming a Low Return Environment. SEZ company ReSolve Asset Management led a discussion on investment strategies in way of Return Stacking to provide a detailed roadmap for how investors can combine a curated basket of ground-breaking new ETF and mutual fund offerings to maintain traditional market exposures and stack alternative returns on top, boosting returns and minimizing risk.

When Volatility ETFs Misbehave. Industry expert Christoph Barnett delivered a talk on different strategies that can be used to outperform the stock and bond markets as well as discussing an analytical filter to determine when the cost of hedging is the correct course of action. With portfolio construction methods and investment strategies growing in complexity, Christoph’s talk gave valuable insight into profitably managing investments.

Gold: Still the Ultimate Hedge. One notable FinTalk discussion on the subject of Gold, was led by Emil Kalinowski, Stuart Bostock, Adam Butler and Mike Philbrick. States, banks and merchants have backed wealth and commerce with gold for thousands of years. To this day, most global central banks hold gold as a material portion of reserves. This Fin talk discusses the continued relevance of gold in a new era of deglobalization, inflation and conflict.

Investment Risk Profiling. Getting the level of risk to be the right fit for an investor is a key component in any wealth creation strategy. Dr. Amy Hubble shared her insights on Investment Risk Profiling. Intended not just for financial advisors, this interactive presentation helped any investor consider the factors most important to determining their optimal investment portfolio and how to recognize flaws in their behavior and thinking.

“This partnership [with CEC] will undoubtedly provide a platform for the CFA Society Cayman Islands to fulfil its mission, to be the forum for investment professionals in the Cayman Islands and enhance the financial services industry by promoting high ethical behaviour, professional excellence, and educational development.” – Richard Maparura, President of the CFA Society Cayman Islands

ENTERPRISE CAYMAN INTERNSHIP PROGRAMME

Please see additional details regarding internship placements under [SECTION TWO, OBLIGATION III](#).

CAYMAN CODE ACADEMY & CODE EDUCATION FUND

Please see additional details regarding code education under [SECTION TWO, OBLIGATION VI](#).

UNITALKS (NEW PROGRAMME)

Please see additional details regarding #UniTalks under [SECTION TWO, OBLIGATION IX](#).

Private Sector

OBLIGATION III *Collaborate with the private sector to establish and control the mechanism for increasing the employment percentage of Caymanians in the Special Economic Zones.*

Enterprise Cayman works with a number of private sector organisations to increase the employment percentage of Caymanians within CEC's SEZs. The focus of private sector partnerships primarily lies with SEZ companies and individual professionals working within CEC who take part in initiatives to help increase the employment of Caymanians within the SEZs. However, additional private sector partnerships include working with private schools, local and international industry bodies, institutions such as the Cayman Islands Chamber of Commerce (CICC) and the Rotary Club of Grand Cayman, local media partners, and private sector education partners such as Code Fellows.

ENTERPRISE CAYMAN INTERNSHIP PROGRAMME

The Enterprise Cayman internship programme launched with the objective of offering local Caymanian students the opportunity to work with the companies within CEC's SEZs in 2–3-month placements. Candidates are required to complete a detailed online application form and to complete a soft skills workshop provided by Inspire Cayman and paid for by CEC. This is to ensure that all candidates have the necessary skills, knowledge, and confidence to slot right into an internship position and offer immediate benefit to the SEZ company and for themselves to gain invaluable work experience.

Enterprise Cayman provided a series of opportunities for interns to introduce young Caymanians to the diverse array of opportunities within the SEZ at CEC. Significant interest in the programme was sparked by continual radio advertisements and social media marketing. 44 applications were received, and 11 students were placed into 2-3 month internship placements for the 2022 internship programme. A few of those interns received further interest from within the SEZ with at least one intern turning their work experience into a direct hire with Ozgene SEZC.

“There is excellent hardworking young talent in the Cayman Islands. We’ve grown our on-Island presence by 130% and we’re proud at Brave Software to help foster a tech community in the Cayman Islands from the ground up.” – Ryan Watson, Vice President of IT at Brave Software International SEZC

This programme has been designed to expand the opportunities and mindset of individuals as well as provide opportunity for SEZ members to share learning and gain their own insights to promote wider knowledge-sharing and improve diversity. Written and video interviews with interns were posted on blogs, social media, and radio interviews were conducted on Radio Cayman, to further create a sustainable cycle of increasing interest in these opportunities:

“My internship with Maples Tech [a SEZ company] has come to an end. It was a very valuable experience for me, and I really enjoyed it. Thank you for putting my resume through to Maples and giving me this opportunity, and for everything else Enterprise Cayman has done for me.” – Samsara Leung, Computer Science Intern with Enterprise Cayman

The internship programme provides an excellent opportunity for participants to get hands-on experience and gain knowledge in highly innovative careers. Internships often lead to fast tracked professional development and the ability to chart career paths across innovative industries.

"This internship has helped me to appreciate how diverse the IT field really is and the fact that it's everywhere. So, with my skillset I can work in whichever industry or sector I choose... I find the [SEZ] very interesting because it's a gateway that allows new companies and start-ups to enter our economy and with that, we get more services and more knowledge, so it's beneficial for Cayman on a whole." – Shanann Thompson, Enterprise Cayman Intern with Rhetus SEZC

"I've been able to take away more than just experience from this internship, but also build global connections. The portfolio I have created with the information I've gained will no doubt be invaluable as I continue my career in the Digital Marketing field." – Abigail Tajah CEC Marketing Intern

"As the parent of a Caymanian young woman pursuing a career in aerospace engineering, I am beyond grateful to CEC and West Coast Solutions for providing life changing internships for Marissa and other young people like her. I cannot overstate the importance of internships for university students pursuing careers in engineering and other science and technology fields. When the CEC team was unable to identify a company in Cayman that could consider Marissa for an internship with an aerospace engineering focus, they went the extra mile to introduce Marissa to West Coast Solutions in California. I think that is a wonderful illustration of CEC's commitment to the professional development of young Caymanians." – Sheree Harrison, parent of Marissa Harrison

2022 marked the tenth year that the CEC development project has welcomed young Caymanians to participate in the annual Enterprise Cayman internship programme, which has been connecting students and recent graduates with industry professionals within CEC's three SEZs and offering high-impact internships and mentorship placements. The highly sought-after internships placements have given Caymanians the opportunity to work alongside some of the world's top technology experts as well as CEC's growing network of professionals.

ROTARY CLUB & ROTARACT SUPPORT

Enterprise Cayman leveraged our in house 3D printing knowledge and capability to assist the Cayman Rotaract Group in designing and 3D Printing sixty club logo crests and badges to commemorate their annual awards and election of new cub President, Shaqir Johnson. Enterprise Cayman is proud to support other NPO who's outlook is focused towards initiatives for the benefit of the people of Cayman.

ENTERPRISE CAYMAN & CEC NETWORKING

Enterprise Cayman hosted a networking event at Grand Old House to talk about the achievements and goals of the initiative to date and to deliver a call to action for further Special Economic Zone (SEZ) engagement in developing Caymans workforce in 2022.

Invited to this event were SEZ client companies as well as students looking to network with our network of industry experts to secure future work placements or employment opportunities.

WORK PLACEMENT PROGRAMME

With the success of the Enterprise Cayman Internship Programme and demand from the local workforce from individuals 25+, in 2019 Enterprise Cayman developed a Work Placement Programme designed for mature students and those looking to re-tool for a career change. The programme runs throughout the year and focuses on job seekers who are currently registered with WORC. The programme ensures that everyone, regardless of their age, has access to innovative careers opportunities available within the SEZs and aims to increase the employment percentage of Caymanians in the SEZs.

“Rhetus International SEZC decided to take on an intern as we were inspired by the talent available here in Cayman. We are on a mission to help foster a MedTech community in the Cayman Islands and look forward to receiving this year’s applications,” – Dr Frank Koentgen, Chairman and CEO at Rhetus International SEZC

MENTORSHIP PLACEMENTS

Mentoring opportunities within the SEZ are known to give rise to a wealth of knowledge. Data suggests that students who complete mentorship programmes demonstrate a range of improvements in their resiliency, achievement, and uptake in education programmes. SEZ mentors meet with Enterprise Cayman mentees 1-2 times a month and are matched according to similar professional sector pursuits and interests. Many partnerships exist which has breathed life into the knowledge sharing of local community and enabled local business start-ups to increase their networking and expertise.

In 2022, Enterprise Cayman were proud to partner with the Cayman Islands Chamber of Commerce (CICC) to pair a nominated student with the special economic zone community, to increase their learning opportunities and provide career and technical support in order to brighten their future chosen career path. The student got to learn about the companies within the SEZ, acquiring tech skills and tips on how to prepare for their future career path.

CEC ONLINE COMMUNITY “IN THE ZONE”

The CEC online community for SEZ members called “In The Zone” continued to promote Enterprise Cayman initiatives to the wider CEC community in 2022. The website, while focused primarily on helping CEC build a more active and robust community within the SEZ, also includes an array of ways for SEZ companies to learn more about the opportunities to connect with local talent and learn about how to get involved with the Enterprise Cayman initiative. Calls to action include visiting a school or jobs fair, taking part in a student networking event, participating in the Summer in the City internship programme, and becoming a mentor.

Additionally, the CEC Community website includes a notice board, an events page with an Enterprise Cayman events tab, and a discussion board where SEZ members can post jobs and discuss opportunities for Caymanians. The community website helps to further CECs promotions of the Enterprise Cayman

initiative and increases SEZ member engagement in the local community, ultimately connecting Caymanians with more SEZ opportunities.

Each year, Enterprise Cayman hosts a networking social where we invite students and SEZ companies to meet and mingle. The event provides students and recent graduates with the opportunity to meet with industry professionals and to pursue placement opportunities with CEC community members who were encouraged to talk about their areas of work and where possible make connections with students who were studying in similar fields. Every year the CEC team hosts a large event inviting all SEZ members to learn more about the Enterprise Cayman programme. This year the event welcomed 53 attendees.

MARKETING & PROMOTION

CEC has a robust marketing department which utilises a wide variety of tactics and local media contacts to promote the Enterprise Cayman initiative, which in turn raises awareness of the growing number of opportunities for Caymanians within CEC's three SEZs.

CEC has developed and launched a specific [Enterprise Cayman \(Outreach\)](#) blog topic so that stories, news and articles directly relating to Enterprise Cayman can be easily shared, linked and found on the CEC website. Following Enterprise Cayman's rebrand and relaunch as an NPO in October 2021, Enterprise Cayman has over 1,376 social media followers on social media platforms including Instagram, LinkedIn, Twitter, Facebook and YouTube (as of December 2022).

Please see [APPENDIX A, B & C](#) for a complete overview of news links, statistics, images, and screenshots.

DIGITAL CAYMAN

Please see additional details regarding Digital Cayman under [SECTION TWO, OBLIGATION V.](#)

CAYMAN CODE ACADEMY & CODE EDUCATION FUND

Please see additional details regarding code education under [SECTION TWO, OBLIGATION VI.](#)

VIRTUAL WORKSHOPS & TRAINING

Please see additional details regarding workshops and training under [SECTION TWO, OBLIGATION II.](#)

Public & Private Support

Please see additional details regarding Public & Private Support under [SECTION TWO, OBLIGATION VI.](#)

Recommendations

OBLIGATION IV *Issue recommendations to direct and stimulate education and training programmes toward meeting the needs of the labour market in the Special Economic Zones.*

In reliance on its direct and frequent contact with both SEZ members and Cayman’s tertiary education institutions, Enterprise Cayman is actively participating in putting in place meaningful educational and training programmes and is continually developing new initiatives that are designed to meet the needs of our diversifying labour market.

THEORY OF CHANGE

In 2022, CEC brought in an external consultant to review Enterprise Cayman programming and provide recommendations on where best to direct resources to make the most impact. Every programme and activity of the NPO was evaluated in detail and reviewed in terms of what change we wanted to see in terms of knowledge, attitude, and behaviour.

From this study, eight key initiatives were defined to be the core focus of Enterprise Cayman’s programming leading into 2023, chosen for how they complement and feed into one another as a cohesive, structured careers and entrepreneurial development initiatives. It was also recommended that the NPO focus on individuals between the ages of 18 years and 25 years, where the most potential for change could be made and where many initiatives for this age range currently do not exist in Cayman. Key initiatives will be expert led by advisory committees and connected directly with key governmental entities including WORC, CICBD, and Statutory Authorities including UCCI.

The eight key initiatives included:

1. **Summer Internships** – Provide high quality internship opportunities within the technology and innovation sectors for Caymanians which lead to skills development, resume building and ultimately employment opportunities.
2. **Code Club** – Develop a coding community in Cayman to support collaboration, networking, portfolio development, and peer support within CEC’s vibrant technology ecosystem.
3. **Cayman Code Academy** – Fill a need in the community for Caymanians skilled in software development, cybersecurity and Web3 as well as grow a local talent pool of tech talent.
4. **Business Design Competition (Ideate)** – Inspire entrepreneurs to develop new and innovative business ideas through design thinking.
5. **Launch Labs (Incubate)** – Help entrepreneurs get pitch ready for angel investment and connect them with a growing network of Angel Investors and oversea opportunities for growth.
6. **#UniTalks** – Connect subject matter experts and new ideas with innovative minds.
7. **Jobs Portal** – Serve the community by providing a platform for technology and innovation sector job seekers so that they can discover new opportunities within the CEC SEZs.
8. **Volunteer Programme** – Develop a growing community of business professionals and industry experts who support Enterprise Cayman activities and initiatives.

CIG REPRESENTATION ON ENTERPRISE CAYMAN BOARD

In 2022 Enterprise Cayman lobbied for CIG representation on our board to allow us to better tailor our direction and efforts into the workforce needs in Cayman. The need for policy development, curriculum changes and updates are evident from our experience, and having a CIG Education Professionals involved on the Enterprise Cayman board, would significantly improve the initiative's efforts. The CEC team continues to work towards and recommends onboarding CIG representatives to serve as Enterprise Cayman board members in 2023.

Government Policy

OBLIGATION V *Provide to Government suggestions and recommendations on government policy regarding issuing the required legislations and adopting policy mechanisms in support of training, employment, and advancement of Caymanians in the Special Economic Zones.*

As outlined in [SECTION TWO, OBLIGATION IV](#) above, there is a need for direct CIG involvement in the Enterprise Cayman initiative. Not only for ensuring a shared vision for educational development and employment opportunities across the Cayman Islands but for Enterprise Cayman to leverage its knowledge base of SEZ industry exports in fields of technological advancement.

One such opportunity is related to drone regulation where members of the Ministry of Investment, Innovation and Social Development (MIISD) attended the drone building workshop and spoke of a Cayman Islands government Policy discussion on drone regulation and technology and the possibility that Enterprise Cayman could be a part of this conversation. Enterprise Cayman would be keen to hear more on this and contribute to the discussion.

DIGITAL CAYMAN

Enterprise Cayman is in partnership with Digital Cayman and hosted an AGM in October 2021 as the body's founding sponsor and partner. Digital Cayman aims to push Cayman globally for international tech companies, as well as improve digital transformation in the Cayman Islands. [A five-year founding sponsorship commitment exists between Digital Cayman and Enterprise Cayman/CEC, valued at \\$250,000](#) which has enabled greater reach and will ensure the initiative's longevity. This of course has also enabled initiatives to be accessible to partners including schools, UCCI and ICCI and increasing the opportunities for the future of Caymanians through projects otherwise not available on Island.

The initiative aims to support the development of Cayman as a global technology hub and with the support of CEC, the initiative will aim to inform CIG policy makers and provide an expert voice for the digital sector including digital entrepreneurs, and those looking to establish and/or grow a digital business in the Cayman Islands.

As part of the commitment, CEC has also provided Digital Cayman with the opportunity to participate in the CEC's Enterprise Cayman outreach initiatives, which includes internships and school programmes, and will enable the non-profit organisation to provide industry knowledge and expertise directly to

Cayman’s youth, up-and-coming digital professionals, and entrepreneurs. These established high-impact initiatives are actively connecting industry experts with Cayman’s up-and-coming digital professionals and entrepreneurs – an important component in the strategic development of talent within the Cayman Islands and in the future diversification and development of Cayman’s digital economy.

SEZA REPORTS

From the inception of the CEC project, CEC has provided ongoing monthly reports to the Special Economic Zone Authority (SEZA). Reports include details on the number of new SEZ trade certificates, business development and marketing reports, details regarding the campus development project, and updates and recommendations regarding the Enterprise Cayman initiative. During these meetings CEC’s CEO Charlie Kirkconnell, provides CIG with suggestions and recommendations on government policy regarding issuing the required legislations and adopting policy mechanisms in support of training, employment, and advancement of Caymanians in the SEZ.

ONGOING REPORTS

To assist with [SECTION TWO, OBLIGATION IV](#) and [OBLIGATION V](#) above, CEC presents formal monthly reports and recommendations to SEZA in addition to annual reports which are made publicly accessible. These reports issue recommendations to direct and stimulate education and training programs toward meeting the needs of the labour market in the SEZs and provide CIG suggestions and recommendations on government policy regarding issuing the required legislations and adopting policy mechanisms in support of training, employment, and advancement of Caymanians in the SEZs.

UCCI STEM PARTNERSHIP PROGRAMMES

Please see above [SECTION TWO, OBLIGATION II](#).

CAYMAN CODE ACADEMY PARTNERSHIP WITH UCCI

Please see below [SECTION TWO, OBLIGATION VI](#).

WORC AND CICBD PARTNERSHIP PROGRAMMES

Please see above [SECTION TWO, OBLIGATION IV](#).

Public & Private Support

OBLIGATION VI *Coordinate with both public and private institutions to achieve support for its efforts to execute strategies and plans to promote training, employment, and advancement of Caymanians in the Special Economic Zones.*

CEC partners with a number of both private and public institutions to achieve support for its efforts to execute strategies and plans to promote training, employment and advancement of Caymanians in the SEZs. Please also see above [SECTION TWO, OBLIGATION I](#), [OBLIGATION II](#), [OBLIGATION III](#), [OBLIGATION IV](#), and [OBLIGATION V](#).

PUBLIC & PRIVATE SECTOR MEETINGS

Recommendations are issued to public and private sector entities by way of face-to-face meetings. CEC meets regularly with institutions such as UCCI, ICCI and WORC to provide feedback from Client Exploratory Meetings and indicate the growing demands from within CEC's SEZs. CEC is in constant contact with individuals from the Ministry of Commerce, Planning and Infrastructure (CPI) and invites Cayman's dignitaries to industry events and networking opportunities throughout the year where they can meet with industry professionals and discuss the needs of the labour market.

Rather than working in isolation, Enterprise Cayman continues to work with local and international industry bodies, institutions such as the CFA Society and the Rotary Club of Grand Cayman, Inspire, local media partners, and private sector education partners such as Code Fellows. Public and private schools, and UCCI, have also been affiliated with Enterprise Cayman. Ensuring organisations have a platform for discussion and close links with the team regarding the activities of Enterprise Cayman ensures that events are appropriate and beneficial for the community without competing with other NPOs and government agencies.

Volunteers from the SEZ and the Enterprise Cayman team form the majority of facilitators for Enterprise Cayman's activities, which enables sustainable links with CEC and Enterprise Cayman. Quality assurance stems from panel discussions and online anonymous feedback about the events.

WORC AND CICBD PARTNERSHIP PROGRAMMES

Enterprise Cayman works closely with WORC to help cross promote programming based on the needs of the labour market in the SEZs.

CAYMAN CODE ACADEMY (CCA)

CCA is delivered as a professionally led code education that will guide participants from all backgrounds to change their lives through career-focused education. CCA is powered by internationally recognised code intuition Code Fellows in partnership with CEC. The programme shapes passionate coders with immersive training to meet industry needs and improve diversity in Cayman's tech sector. In every course, students will access hands-on development experience, work in teams, and build professional portfolios which will assist participants to secure quality jobs within the sector after course completion.

Through the Enterprise Cayman initiative, CEC actively connects CCA participants and alumni with job opportunities within the CEC SEZs. Additionally, CEC helps to connect UCCI with guest instructors, teaching assistants, and volunteers who work directly within Cayman Tech City which will ultimately

further engagement and support opportunities for Caymanians to secure career opportunities with the SEZs.

CCA offers courses beginning at the introductory level all the way up to advanced software development and professional development programmes. As well as software development, CCA also offers a cybersecurity programme that features professional cybersecurity instructors from global tech firms including Amazon, Microsoft and Google – making even more career development opportunities accessible to Caymanians.

Graduates who complete the full year part-time programmes will be at a level where they will be in a position to contribute to the culture and goals of the international tech companies they join.

See also our new code workshop opportunity on Web3 under [SECTION TWO, OBLIGATION IX](#).

100 WOMEN IN FINANCE SPONSORSHIP

Enterprise Cayman was proud to be able to sponsor the 100 Women in Finance Group (100WF) and their initiative to help women into careers in technology. Enterprise Cayman gave USD \$5,000 in scholarship sponsorship to the initiative to go towards software development courses for young girls who were interested in careers in programming. As well as the sponsorship itself, EC was able to host a large class of girls for our Code 101 course. In the coming months Enterprise Cayman will continue to support the students who wish to pursue further training in software development through our Code Fellows curriculum. Lize Page of KPMG and co-chair of the 100WF committee was also invited to join Enterprise Cayman on Radio Cayman to talk about the work of the 100WF group.

“Through our not-for-profit Enterprise Cayman initiative, we seek to provide high-quality learning experiences and opportunities for all to pursue careers in the technology and innovation sectors. We’re thrilled to be partnered with 100WF in sponsoring the Girl Force 100 Code Club and a group of 20 young women through Code Fellows’ Code 101 programme. It is very important to us to be part of Cayman’s effort to deliver the right support and encouragement to those that aspire to become active members of our ever-evolving global digital economy.” – Charlie Kirkconnell, CEO Cayman Enterprise City

“We are extremely grateful for the contribution made by Enterprise Cayman. The relationship between 100WF and Cayman Enterprise City is invaluable as the Cayman Islands technology sector continues to evolve and provide future opportunities for young Caymanians. I would like to sincerely thank Cayman Enterprise City for recognizing this opportunity and helping us to support our youth as we move toward a new digital age.” – Christina Bodden, Maples Group Partner and Board Member of 100WF

ENTERPRISE CAYMAN SCHOOLS PROGRAMME

CEC has been an active exhibitor at various Cayman Islands job fairs, presents regularly at career related events, and works directly with educators to inform students across the Cayman Islands about career opportunities and the wide variety of creative technology-driven jobs available within CEC’s SEZs. As

part of the Enterprise Cayman schools programme, CEC staff and select SEZ clients visit private and public high schools including Cayman Islands Further Education Centre (CIFEC), Clifton Hunter High School (CHHS) and John Grey High School (JGHS), on an annual basis. CEC staff also work closely with UCCI and ICCI to raise awareness and promote training and advancement of Caymanians in the SEZs. Please see above [SECTION TWO, OBLIGATION II](#) for details regarding UCCI and ICCI activities.

Enterprise Cayman attended the John Gray High School Career Fair hosted in April 2022 with over 400 students. We were delighted to provide information about the Cayman Code Academy, the Internship and Mentorship Programmes, as well as the dynamic careers currently available. The Enterprise Cayman Schools Programme aims to ensure that students are aware of the high-quality learning experiences and opportunities available which will allow them to pursue tech careers within the CEC SEZs.

CHAMBER OF COMMERCE CAREER FAIR

Enterprise Cayman attended the 2022 Careers Expo which welcomed over 1,000 students and school leavers to UCCI. Members at the Enterprise Cayman booth talked about the various initiatives available for Caymanians who wish to upskill and pursue technology-driven careers within CEC's SEZs. These include Internship, Mentorship, and Work Placement programmes along with the Cayman Code Academy, [TechTalks](#), and most recently the Cayman Islands Business Design Competition.

CEC staff regularly work with educators from private, public, and further education institutions to distribute information (emails, flyers, and links) regarding upcoming Enterprise Cayman opportunities in addition to resources which support students who seek to obtain innovative careers within CEC's SEZs.

CLIFTON HUNTER CAREERS FAIR

Enterprise Cayman presented a booth that saw fantastic engagement at the annual Clifton Hunter careers fair. On show from Enterprise Cayman was demonstrations of past and future STEM workshops such as student-built drones, 3D printing, VR demos and a robot that could challenge students to see who could solve a Rubik's cube the fastest.

Enterprise Cayman was also able to talk to students about the different potential career opportunities that lie within the SEZ. With a focus on homegrown talent and opportunities, it has proven to be increasingly important to the community of Cayman that we show that STEM career opportunities exist today in Cayman for inspired students.

GAMERS BAY SPONSORSHIP

In March 2022, Enterprise Cayman was a major sponsor and had a booth during the two-day event. Gamers Bay is a video gaming tournament being used to showcase Caymans online gaming enthusiasts. The event hosts competitions and virtual experiences as well as the games themselves, Enterprise Cayman was able to leverage this enthusiasm to encourage careers in game and software development.

METaverse CONFERENCE

Enterprise Cayman and CEC were delighted to be able to participate in and help to sponsor the Caribbean's first Metaverse Conference by economist [Marla Dukharan](#). Enterprise Cayman arranged training for four CEC interns to assist in the Metaverse Conference by becoming event ushers. The four students were able to access networking opportunities and directly assist regional professionals through their metaverse conference experience. The four young adults were able to apply their skills and experience with the platform to guide new users around the virtual conference. This conference is hugely significant as it is foreseen by many tech experts that online and metaverse type platforms will become more prevalent in the future for work and play.

MONTHLY RADIO CAYMAN INTERVIEWS

Enterprise Cayman continued their commitment to Radio Cayman to promote initiatives and ongoing opportunities being created within the CEC SEZs. Monthly appearances highlight key career opportunities and feature prominent industry leaders and STEM initiatives.

Enterprise Cayman was able to proudly talk on air about our ongoing partnership with UCCI and our contribution towards the 2022 STEM Summer Camp. Particular focus was also spent discussing our STEM workshops and internship opportunities.

Enterprise Cayman staff shared airtime with the winners of the 2022 Business Design Competition to talk about the new competition and to encourage individuals to apply. The 2022 winning company EmailChaser.io founder George Wauchope, shared his competition experience and gave insight to applicants in this year's competition. Enterprise Cayman was also able to use this opportunity to highlight the ongoing support on offer for next year's finalists as part of our business incubator, Launch Labs. This initiative will be supported by our SEZ partners through dedicated mentoring and leadership to help take the competition finalists, as well as other deserving projects to investment grade business proposals.

CEC ONLINE COMMUNITY "IN THE ZONE"

For additional details on CEC's online community please see [SECTION TWO, OBLIGATION III](#).

PRIVATE SECTOR COLLABORATION

Please see details above under [SECTION TWO, OBLIGATION III](#).

MARKETING & PROMOTION

For additional details on marketing and promotional activities please see [SECTION TWO, OBLIGATION III](#).

DIGITAL CAYMAN

Please see above [SECTION TWO, OBLIGATION V](#).

ENTERPRISE CAYMAN NEWSLETTER

Please see details below under [SECTION TWO, OBLIGATION VII](#).

Electronic Database

OBLIGATION VII *Establish an electronic database including population, workforce, unemployment statistics and available vacancies in the Special Economic Zones.*

CEC currently manages a number of electronic databases and websites: for supporting marketing and awareness building efforts; tracking SEZ registered companies and employees and a streamlined database to support the Enterprise Cayman initiative. Reports which include population, workforce, unemployment statistics and available vacancies in the SEZs are presented to SEZA on a monthly basis. CEC also manages an online [jobs portal](#) to promote available vacancies within the SEZs and posts and promotes vacancies on CEC's social media platforms, in monthly newsletters, and on the WORC portal.

JOBS PORTAL

CEC widely promotes an online [Jobs Portal](#) to CEC community members and to Caymanians who seek employment within CEC's SEZs. The Jobs Portal and individual vacancies are shared in the CEC newsletter which is sent to over 5,923 contacts and on CEC's social media pages which include Facebook, Twitter, LinkedIn, and Instagram. Job vacancies are also shared with local organisations such as WORC, UCCI, and ICCI, who assist by distributing vacancies to their networks and with specific industry groups where relevant.

CAYMAN CURRENT FEATURE

CEC featured in this video series as part of the Cayman documentary festival by Cayman Current. Enterprise Cayman was proud to sponsor this programme which shines a spotlight on the opportunities that exist for jobseekers in Cayman and the hard work of the various groups and initiatives who aim to support local career development.

ENTERPRISE CAYMAN MAILING LIST

The streamlined Enterprise Cayman mailing list allows for a workforce development toolset for specific Customer Relationship Management (CRM) so that administrators can better communicate with job seekers, track individual updates, obtain feedback and distribute targeted marketing materials to alert Caymanians interested in career opportunities within CEC's SEZs. Throughout 2022 this database was grown whilst ensuring compliance with EU General Data Protection Regulations (GDPR). The Enterprise Cayman CRM currently consists of 1,970 individual contacts and continues to grow year on year.

ENTERPRISE CAYMAN NEWSLETTER

With a growing Enterprise Cayman CRM system and electronic database of interested participants, regular newsletters and email alerts are produced, that are designed to support qualified local talent to

fill the required vacancies in the SEZs and to promote training and advancement opportunities for Caymanians who are seeking opportunities within CEC's SEZs. This newsletter includes links to current vacancies, helpful resources, and highlights upcoming events, deadlines, and Enterprise Cayman programming.

ONLINE MONITORING & FEEDBACK

Google Analytics are tracked across CEC web platforms including the Jobs Portal, the CEC and Enterprise Cayman websites and the CEC community website "In The Zone". Social media analytics are monitored regularly. Web traffic and online engagement assists administrators to guide programme development, and monitoring provides vital statistics to report on the success of the Enterprise Cayman initiatives.

Self-Employment Initiatives

OBLIGATION VIII *Set up programmes and plans to support initiatives for self-employment and sole proprietorship of Caymanians in the Special Economic Zones.*

Since its inception, CEC has informally supported initiatives for self-employment and sole proprietorship of Caymanians in the SEZs. In many cases it makes more sense for Caymanian entrepreneurs to set up outside the SEZ as typically such Caymanians seek to offer goods and services in the "local" economy. However, when requests are submitted, CEC's Global Mobility team goes above and beyond to ensure that Caymanian entrepreneurs are supported and guided through the process.

CEC also promotes the opportunity to establish a SEZ company during presentations and at events such as the Small Business Expo by the [Cayman Islands Small Business Association](#) (CISBA). We envision that with the further growth of CCA, graduates who complete the programme may wish to take their final project and develop this into a business within CEC's SEZs.

Please see [SECTION TWO, OBLIGATION VI](#) above for more details regarding the CAA code education initiative. With a completed concept for self-employment and sole proprietorship CEC will assess on a case-by-case basis and formalise opportunities for support.

Two major self-employment initiatives include the Cayman Islands Business Design Competition and the Launch Labs Incubator.

THE CAYMAN ISLANDS BUSINESS DESIGN COMPETITION

In December 2021, Enterprise Cayman announced the [Cayman Islands Business Design Competition](#) which concluded in April of 2022. The Business Design Competition (BDC) is a significant undertaking by Enterprise Cayman and its growth and success from its first to second year gives us immense pride and confidence in the talent and entrepreneurial thinking that is present in the Cayman Islands. Contributors to the competition are primarily from CEC's SEZ companies but also include many Caymanian business leaders and industry experts.

Dozens of entries were received for the 2022 BDC. Of these, 10 finalists were chosen to continue into the competition. These finalists were selected by an external panel of SEZ members, entrepreneurs and venture capitalists who assessed the projects' merit against the following: Creativity, Potential, Feasibility, Maintainability, Desirability, and Impact both locally in Cayman and globally. The 10 selected finalists were:

1. Cafe de la Etudier: a Café, office and study space
by Janaye Prehay, Rhon Royer & Greysshell Bent
with mentoring support from CEC contact and entrepreneur Andreas Ketner
2. ConnectKind: a Social hub for volunteers and stakeholders
by Jennifer Marshall
with mentoring support from SEZ members Ramona Tudorancea of Jupiter Block and Mario Yaksetig of XX_Network
3. Dark Horse Tan: a Body positive self-tan product and service
by Amber Ford & Will Waldron
with mentoring support from Vlad Logvinov of SEZ company vCIO
4. Emailchaser.io: a website and sales tool that allows people to find anyone's email address, even if the email isn't publicly available
by George Wauchope
with mentoring support from CEC contact Bartosz Mozyrko of Think Tank
5. Gift Fairy: a Digital gift-cards app
by Daval Gregory & Shane McDermot
with mentoring support from Althea Myers West of CICBD
6. HelloKlub: a Community activity club app
by Jesper Barrozo & Chlouie Gaetos
with mentoring support from Ian Zakovorotnyi of SEZ company Zimtra Asset Management
7. Ports & Shipping Lines App: a Web based logistics tool for shipping
by Willem Jacobs
with mentoring support from SEZ member David Manouchehri, Cyber Security and Data Analyst
8. Secret2safety: a Self-defence product for women
by Lakeisha Mason
with mentoring support from SEZ member Julie Pound of Future Wave
9. The Wellth Club: a Socially responsible health club
by Taryn Stein
with mentoring support from SEZ member David Strucke of Datastreamer
10. Presto: an On-demand laundry service
by Dhalia Dames
with mentoring support from SEZ members Ramona Tudorancea of Jupiter Block and Mario Yaksetig of XX_Network

The competition is just one of the latest initiatives by Enterprise Cayman, which has been designed to provide Caymanians with opportunities within the CEC SEZs. The competition supports individuals and teams in kick-starting new business products, services, and/or ideas quickly and provides entrepreneurs

and innovators access to professional support networks. The competition is open to residents of the Cayman Islands over 18, and, thanks to support from CEC, is completely free for all entrants.

“The Business Design Competition is a fantastic opportunity for budding entrepreneurs in Cayman. I believe everyone has a valid business idea in them, we all experience challenges in our daily lives and often these challenges can be translated into opportunities. Through this programme we want to encourage residents in Cayman to recognise these opportunities and to develop a business idea to solve it. And we have the knowledge, tools and contacts to make those ideas happen. We wish to enable entrepreneurship in Cayman.” – Peter Reilly, VP of Public Engagement and Technology at Enterprise Cayman

"I had a great time participating in the 2022 Cayman Enterprise City Business Design Competition. I was able to learn a lot from the various speakers that donated their time throughout the competition. I would like to thank CEC for putting together this event and for giving everyone the opportunity to apply and take part. My goal for Emailchaser.io is to continue improving the product, increase website traffic and grow revenue." – George Wauchope, 2022 Business Design Competition Winner

Following on from the success of the 2021 and 2022 competition, Enterprise Cayman launched the 2023 contest which was open to residents of the Cayman Islands participants competed for cash prizes and wraparound business support services. The Business Design Competition offers a platform where innovators can connect and offering a welcoming business environment that fosters innovation. Specifically, it offers significant opportunity to leverage the business expertise in the SEZ and to distribute that knowledge into the Caymanian community.

A major component of the competition is the support and learning opportunities that Enterprise Cayman provides to all participants. This includes a series of workshops on business start-up fundamentals such as basic accounting, project management, creating a pitch deck and public speaking to name a few.

Design Thinking Workshop. SEZ member Rudolph Johnson delivered a workshop on innovative thinking as part of the run up to the Business Design Competition application deadline. The purpose of this workshop was to inspire attendees to think creatively about their potential business ideas, to critically assess their market position and perceived customer value.

BDC Design Weekend. This mandatory workshop weekend was delivered by an expert team of local instructors and SEZ members and covered the following subjects:

1. Creating the Greatest Pitch Deck – Mike Jenkins of First Ascent Ventures
2. The Cayman Islands Centre for Business Development – Althea West-Myers of CICBD
3. Raising Capital – Ramona Tudorancea of Jupiter Block
4. The Reality of Business Ethics – Tom Jenkins of OpenText Corporation, Communitech
5. 2021 Winners Talk - BizHub – Kirk Douglas, Danner Taylor & Valery Davis of BizHub
6. Financial Planning Master Session – Alicia Sizemore of White Cloud Accounting
7. 5 Elements of the Elevator Pitch – Tasia / Michael of Team Building

8. Setting-up your Cayman Islands Business – Charlie Kirkconnell of CEC
9. Business Start-up and Growth – Fiona McDougall of Healthy Futures and Healthy Growth
10. Going to Market 101 – Tanya Wigmore of CRO:NYX
11. Market Research – Rich Dyer of Massive Media

Public Speaking Workshop. Presented by Dr Ivan Eubanks of UCCI. Based on feedback from the 2021 competition it was decided a mandatory workshop and tech rehearsal be best to prepare the teams for pitching to the judges.

App Prototyping workshop. Paul Keane of Studio Graphics delivered this workshop for those teams that had a web or app component to their business solution, that could benefit from showcasing how it could work as part of their pitch. Learning how to prototype digital products is an increasingly relevant business area for many startups in the tech industry.

The 10 finalists were also paired with mentors from the SEZ to help develop their business ideas and to coach them into becoming successful entrepreneurs and to ultimately win the competition. Over the course of the month of March, the teams would meet with their mentors and refine their projects under their guidance.

On the BDC design weekend and workshops:

"The Design Weekend was amazing. Very informative, 4 years of college packed in one weekend, loved it!" – Competition finalist

"I felt supported and well guided throughout the entrepreneurship crash course." – Competition finalist

"I loved the "buzz" of enthusiasm in the room. The diversity of finalists, across different ages, ethnic origin, gender, backgrounds, etc., helped make us feel that we really belonged in the room, which encouraged such wonderful participation and interactivity. Thank you." – Competition finalist

The finalists took to the stage at the Prospect Playhouse Theatre to deliver their business proposals to a panel of judges and public audience. Each team was given five minutes to pitch their idea and 5 minutes to answer questions. After the final pitch was delivered, the judges were then taken to a private location to deliberate on the merits of each business proposal to determine the winners. The prizes and winners were:

Project of the Year – EmailChaser.io by George Wauchope

Local entrepreneurial start-up EmailChaser.io took home project of the year. EmailChaser.io sole team member, George Wauchope, focused on a website and algorithm that could be used to identify any email address that wasn't publicly available. A very useful tool for business individuals who need to get a hold of key decision makers in other companies or for the public to contact company staff to pursue complaints or other actions. George's product is also optimized so that it only works on corporate emails so that the service that he has created, can't be taken advantage of by individuals to obtain personal emails or information.

This prize was awarded by the judging panel for a business design that shines above and beyond competition expectations. The grand prize for the "Project of the Year" was US \$10,000 donated by CEC plus US \$13,500 in business start-up support services provided by the competition sponsors.

Creativity Award – Secret2safety by Lakeisha Mason

A Self-defence product for women

For a business design that is inspiring, new or unconventional with a US \$2,000 cash prize sponsored by Ava Labs and US \$10,000 in business start-up support services provided by the competition sponsors.

Community Impact Award – ConnectKind by Jennifer Marshall

A Social hub for volunteers and stakeholders

For a business design that makes a difference in our local and/or global communities with a US \$2,000 cash prize sponsored by eShore Ltd and US \$7,500 in business start-up support services provided by the competition sponsors.

Finalist Award

All finalists also received a business support Prize Pack valued at over CI \$1,500.

Award Ceremony. As well as the pitch day itself, there was the awards dinner where all the participants were thanked, congratulated and the winners announced. In attendance was the Honourable André Ebanks, MP, Minister of Financial Services and Commerce who was able to speak briefly of the importance of such initiatives to the Cayman Islands.

BDC Feedback Sessions. The competition was never intended to be a one-time event for our finalists but was determined to be the first step of a larger journey. The first step in this was to provide individual feedback sessions for each team to help them grow and evolve their business ideas beyond the competition. In addition, Enterprise Cayman is working hard in developing our Launch Labs initiative to help grow Caymanian entrepreneurial ventures such as those in our competition to investment grade projects and ultimately to successful and scalable new business ventures.

LAUNCH LABS INCUBATOR (NEW PROGRAMME)

Please see details below under [SECTION TWO, OBLIGATION IX](#).

ENTREPRENEURSHIP SUPPORT SESSIONS (NEW PROGRAMME)

Please see details below under [SECTION TWO, OBLIGATION IX](#).

New Programmes

OBLIGATION IX *Support and develop active and new programmes which support qualifying local talent to fill the required vacancies in the Special Economic Zones.*

CEC's SEZ members, educators, staff, and Enterprise Cayman participants are invited throughout the year to provide feedback which in turn helps to inform new programming for the Enterprise Cayman workforce development initiative. Active feedback ensures that Enterprise Cayman management is able to remain agile and produce quality programming which actively supports local talent so that they may fill the required vacancies in the SEZs. In 2022 significant efforts were made into developing opportunities for self-employment.

LAUNCH LABS INCUBATOR (NEW PROGRAMME)

[Launch Labs](#) provides springboard for seed and pre-seed start-ups to test and launch new ideas. Through Launch Labs, successful start-ups can unlock opportunities to develop, test and modify their innovations in collaboration with top executives and world-leading financial institutions from CEC's comprehensive and innovative ecosystem.

During the 12-week intensive programme, participants work with professionals to get their businesses pitch ready for angel investment. At the end of the programme, they have access to our Enterprise Cayman Angel Investor Network of professional advisors, and funders.

Finalists from the Business Design Competition have entered the Launch Labs programme and were able to pitch and gain investment in their companies. In 2022, 10 Entrepreneurial Startups entered the business incubator with support from 14 Launch Labs Instructors and Advisors guiding each participant businesses to investment ready potential.

On the pitch day, 19 Angel Investors reviewed seven graduating projects, who were looking to raise funds up to \$2M KYD. These new partnerships will continue into 2023 and Enterprise Cayman will continue to follow and support these new entrepreneurs that we are proud to have enabled.

"As start-ups mature and grow, they create long-lasting jobs for new graduates, experienced mid-career personnel, and veteran executives... Incubator programmes like Launch Labs make a huge impact on business communities and help to drive economic growth." – Rodney Alison, Launch Labs Advisor and Founder of Nurturely SEZC

"The Enterprise Cayman Launch Labs incubator programme provides a springboard for seed and pre-seed start-ups who are ready to take their product or services to market and launch their new idea... in collaboration with top executives and world-leading financial institutions from Cayman Enterprise City's comprehensive and innovative ecosystem" – Peter Reilly, VP of Public Engagement and Technology at Enterprise Cayman

ENTREPRENEURSHIP SUPPORT SESSIONS (NEW PROGRAMME)

Enterprise Cayman was able to deliver to special talks outside the scope of our current offering of Tech Talks, Fin Talks and #UniTalks. These lunch and learn talks are less frequent but more flexible as a result and allow us to offer programme outside of a fixed delivery schedule and are free to attend.

The first talk was on Growing Pains of New Businesses by Fiona McDougall of Healthy Futures. She gave a talk on her experiences as an entrepreneur and the challenges that many start-up companies face.

This talk gave many examples of the issues many entrepreneurs experience and encouraged members of the audience to think about their own working practices and behaviours and what they can do to reduce risk to the growth of their own growing company.

Later in the year Enterprise Cayman hosted Dr John Wensveen of the south Florida based Alan B. Levan | NSU Broward Center of Innovation, for a talk on how Entrepreneurs can break into US Markets. The Levan Center is a US programme that has a similar scope and vision to Enterprise Caymans Launch Labs programme but on a larger scale in line with their larger demographic. CEC and the Levan Center have also signed a partnership agreement to create cross country collaboration on future entrepreneurial support ventures.

UNI TALKS (NEW PROGRAMME)

Enterprise Cayman sought to better engage with students and university faculty members in Cayman by launching a series of #UniTalks at the end of 2022 that will continue into 2023. The first of these have been held at UCCI and featured world-renowned speakers in their technical fields.

The first talk was on Artificial Intelligence (AI) and the Future of Work. AI is fast becoming standard in all businesses, not just in the world of tech. This talk explored how AI will impact the world around us and create new ways of working. The speaker, Mark Minevich is a highly regarded and trusted Digital Cognitive Strategist, Artificial Intelligence expert, Venture Capitalist, and the principal founder and President of Going Global Ventures. Mark was also recently appointed Chair of AI Policy at the International Research Centre for AI, under the auspices of UNESCO.

The following Talk was on Lessons from Silicon Valley by John Chisholm. Here he discussed what is behind the top tech giants' elusive code of success: a fusion of innovation, culture, and customer-focused productivity, combined with transparency and trust, is creating the secret sauce for successful Software Entrepreneurs. John Chisholm has four decades of experience as an entrepreneur, CEO, and investor. He founded online software companies Decisive Technology (now part of Google) and CustomerSat (now part of Confirmit). He has invested in dozens of privately held companies and mentored thousands of entrepreneurs on six continents.

WEB3 WORKSHOPS (NEW PROGRAMME)

Enterprise Cayman ran two new coding courses on Web3 with our partners Code Fellows. These courses proved to be extremely popular with places being reserved quickly by members of the public and university staff. The goal of these courses was to give an introductory education to participants in crypto currencies, block chain and NFTs. Each attendee was able to create their own unique NFT as well as setup their own crypto wallet with funds donated by CEC.

In addition, Enterprise Cayman ran two code 101 workshops through our Cayman Code Academy initiative which were attended by several Caymanian students who were interested in learning about cyber security in our OPS 101 course and introduction to coding via our Code 101 program. These coding workshop curriculums are geared towards getting students started on career path to become programmers. These workshops proved to be very popular and there was measurable demand in

continuing these workshops on a monthly basis and helping students to advance into more advanced courses.

"As Cayman's Web3 ecosystem continues to thrive and as interest from the wider community grows, we felt it was important to offer expert, hands-on Web3 education delivered on-island." – Charlie Kirkconnell, CEO of Cayman Enterprise City and Director of Enterprise Cayman

CODE CLUB (NEW PROGRAMME)

Enterprise Cayman brought together software developers and code enthusiasts to network and collaborate on ideas and projects. Aimed at bringing together members of the SEZ and wider Cayman community who share an interest in programming, this initiative will hopefully lead to the development of Cayman focused and Cayman born software development. The intention is for the members of the Code Club to manage their own agenda and projects with support from Enterprise Cayman.

The Code Club relaunch will be an initiative that Enterprise Cayman intends to develop into 2023, growing community engagement and providing a supporting environment for junior software developers to build on their coding portfolios and develop themselves for future coding careers

SCHEDULE THREE | SECTION THREE

Employer Registration

OBLIGATION I *Employer Registration Process. The CCDB will create an employer account for every new Business in the Special Economic Zones. The CCDB will establish a team to work closely with employers to address their needs for skills and Caymanian manpower.*

Every SEZ business is required to create an account via an online portal. This portal is able to track the number of employees, employers, and details regarding each SEZ business. New job vacancies are posted to the CEC jobs portal promoted through the CEC Client Experience Department. CEC's Client Experience team works closely with employers to address their needs for skills and Caymanian manpower by way of informal correspondence and formally through client exploratory meetings.

CLIENT EXPLORATORY MEETINGS

CEC conducts regular exploratory meetings with SEZ employers, the Client Experience team and CEC's Chief Executive Officer. These meetings are conducted to support SEZ business development and to ensure that the Enterprise Cayman initiative is addressing the needs for skill development and Caymanian manpower. Questions during these meetings include "How can we help you find the talent that you need?" and "Would you be interested in participating in community initiatives to help develop young Caymanians? (i.e. STEM presentations in schools, School career programs)". The client exploratory meetings have been conducted for the past three years and provide the CEC team with valuable feedback.

JOBS PORTAL

Please see details above under [SECTION TWO, OBLIGATION VII](#).

Recruitment

OBLIGATION II *Vacancies Process. The CCDB will capture and process employer manpower requirements and information.*

CEC tracks Zone Trade Certificate (ZTC) data which includes SEZ company details regarding the number of initial employees and the number of employees that they expect to add over time. CEC's Client Experience team and Chief Executive Officer meets with SEZ owners on a regular basis to discuss how CEC might be able to facilitate their growth by helping to identify qualified local talent for available and anticipated roles. Additionally, CEC reports this information to SEZA on a monthly basis and includes statistics regarding population, workforce, unemployment and available vacancies in the SEZs.

Vacancies available within the SEZs are promoted through a number of channels which include the CEC Jobs Portal, CEC social media platforms, monthly newsletters, eCayTrade, WORC, UCCI, ICCI, career fairs, and via relevant industry associations. CEC actively promotes SEZ employment opportunities to students, recent graduates and job seekers via the Enterprise Cayman Schools Programme, the Chamber of Commerce Careers Expo, WORC partnership programmes, private sector collaboration, and by way of flyers, handouts, and informative emails. Additionally, CEC works regularly with recruitment agencies such as CML Recruitment and NOVA who assist with candidate placements and provide professional support to CEC community members. Please see [SECTION TWO, OBLIGATION IV](#) for additional details. For details regarding recruitment and the CEC Jobs Portal, please see below [SECTION TWO, OBLIGATION VII](#).

INTERNSHIPS, MENTORSHIPS & WORK PLACEMENTS

Enterprise Cayman internships, mentorships and work placements also offer CEC community members with the opportunity to work with Caymanian job seekers. Many placement opportunities lead to full-time employment within the CEC SEZs. Please see [SECTION TWO, OBLIGATION III](#) for additional details.

INSPIRE CAYMAN

[Inspire Cayman](#) is another workforce development initiative in Cayman and Enterprise Cayman was able to pay for courses for students to attend and improve their employability skills with us covering the full cost of the courses.

As part of the onboarding process for the internship programme, Enterprise Cayman sought and paid for professional development courses for all applicants. From feedback from a number of industry experts and WORC it was understood that many potential candidates lack certain soft skills that would make them an attractive investment for a future employer.

To this end Enterprise Cayman entered a partnership with Inspire Cayman to ensure that everyone who applied to our internship programme, even if they were unsuccessful in securing an opportunity with us in the SEZ, they still received some skills training to better their resume for future applications.

Please see additional details regarding the internship programme under [SECTION TWO, OBLIGATION III](#).

Conclusion

Enterprise Cayman emerged from 2022 as an even more distinguished NPO, offering enhanced opportunities for local individuals and emerging industries of the future.

Throughout 2022 the team placed an emphasis on expanding self-employment initiatives for entrepreneurs and working towards streamlining resources to make the most impact through the “Theory of Change” exercise. Programme analysis resulted in the establishment of eight key initiatives for 2023, which include summer internships, Code Club, Cayman Code Academy, Business Design Competition, Launch Labs, #UniTalks, Jobs Portal, and a Volunteer Programme.

The CEC and Enterprise Cayman teams engaged in ongoing discussions with key stakeholders for feedback and advice on the growth of the Enterprise Cayman NPO, which has in turn promoted a strong sense of community and enabled community members to stay active and forward-thinking in a constantly evolving world of tech and innovative industries.

In 2022, Enterprise Cayman launched an intensive incubator programme, offered new courses in emerging sectors such as Web3, and continued to be a champion for workforce development initiatives for Cayman’s growing innovation and technology sectors. Our team delivered a plethora of initiatives and opportunities for young Caymanians to strengthen their knowledge and deepening their skills for their futures.

“I have immense pride in the work of Enterprise Cayman to date and how we can see where it has benefitted the Cayman Islands. We have seen incredible engagement at our events and strongly believe we have inspired many young minds for a tech focused future career in Cayman. From entrepreneurship to work opportunities in the SEZ, the role of CEC and Enterprise Cayman is a legacy we can all share and be proud of.” – Peter Reilly VP of Public Engagement and Technology at Enterprise Cayman

It is hoped that by implementing new strategies, strengthening partnerships, and further developing the activities of Enterprise Cayman, many more Caymanians can take steps towards their chosen careers, access high-income generating opportunities, and continue to inspire and shape the future of the Cayman Islands and our global communities. We look forward to continuing to develop the Enterprise Cayman NPO into 2023 and beyond.

Acronyms

Augmented Reality (AR)

Blockchain Association of the Cayman Islands (BACI)

Cayman Code Academy (CAA)

Cayman Enterprise City (CEC)

CEC Career Development Bureau (CCDB)

Cayman Islands Chamber of Commerce (CICC)

Cayman Islands Department of Tourism (CIDOT)

Cayman Islands Further Education Centre (CIFEC)

Cayman Islands Government (CIG)

Cayman Islands Marketing Professionals Association (CIMPA)

Cayman Islands Small Business Association (CISBA)

Clifton Hunter High School (CHHS)

Computer Aided Design (CAD)

Customer Relationship Management (CRM)

General Data Protection Regulation (GDPR)

International College of the Cayman Islands (ICCI)

Internet Marketing Association (IMA)

Internet Protocol (IP)

John Grey High School (JGHS)

Layman E. Scott High School (LSHS)

Ministry of Commerce, Planning and Infrastructure (CPI)

Ministry of Financial Services and Home Affairs (FSHA)

National Gallery of the Cayman Islands (NGCI)

Non-Profit-Organization (NPO)

Personal Responsibility for Delivering Excellence (PRIDE)

Science, Technology, Engineering and Maths (STEM)

Special Economic Zone Authority (SEZA)

Special Economic Zones (SEZs)

University College of the Cayman Islands (UCCI)

Virtual Reality (VR)

Workforce Opportunities & Residency Cayman (WORC)

Zone Trade Certificate (ZTC)

Appendix A – Articles & News Links

January

- Enterprise Cayman Summer Internship Programme Opens for 2022 Applications
<https://www.caymanenterprisecity.com/blog/enterprise-cayman-internship-programme-opens-for-applications>
- Enterprise Cayman Offers Scholarships
<https://cayman.loopnews.com/content/enterprise-cayman-offering-scholarships>
- CEC offers Ongoing Events for Financial Service Professionals
<https://cayman.loopnews.com/content/ongoing-events-planned-financial-services-professionals>

February

- The Top 10 Projects Entering Business Design Competition Finals
<https://www.caymanenterprisecity.com/blog/the-top-10-projectsn-bdc>
- Enterprise Cayman Announces 10 Finalist for the BDC
<https://cayman.loopnews.com/content/enterprise-cayman-announces-10-finalists-design-competition>

March

- 100 Women in Finance Partner with CEC to launch Youth Code Club
<https://www.caymanenterprisecity.com/blog/100wf-partners-with-cec-to-launch-youth-code-club>

April

- Young Caymanian Wins Enterprise Cayman Business Design Competition
<https://www.caymanenterprisecity.com/blog/young-caymanian-wins-enterprise-caymans-business-design-competition>
- 100 Women in Finance Partner with CEC to Launch Code Club
<https://cayman.loopnews.com/content/100-women-finance-partners-cec-launch-youth-code-club>

- SteppingStones Recruitment Announced as Sponsor of Cayman Enterprise City's Tech Talks Series
<https://www.caymancompass.com/2022/04/04/steppingstones-recruitment-announced-as-sponsor-of-cayman-enterprise-citys-tech-talks-series/>

May

- CEC Contributes 662 Million to the Economy
<https://cayman.loopnews.com/content/cayman-enterprise-city-contributes-662-million-economy>
- CEC Attends Clifton Hunter Career Fair
<https://cayman.loopnews.com/content/clifton-hunter-hosts-career-fair>

July

- Enterprise Cayman Launches Business Incubator Programme
<https://www.caymanenterprisecity.com/blog/incubator-programme>

September

- SEZC Intern Shanann Thompson Finds Her Footing in an Unexpected Place
<https://www.caymanenterprisecity.com/blog/shanann-thompson-finds-her-footing-at-ozgene>

October

- An Unforgettable Work Experience
<https://www.caymanenterprisecity.com/blog/an-unforgettable-work-experience>

November

- Web3 Education Available in Cayman
<https://www.caymanenterprisecity.com/blog/web3-education-available-in-cayman>
- Enterprise Cayman offers Web 3 Courses
<https://www.caymancompass.com/2022/11/30/enterprise-cayman-offers-web3-education/>

December

- Seven New Businesses Pitch to Cayman Islands Angel Investor Group
<https://www.caymanenterprisecity.com/blog/seven-new-businesses-pitch-to-angel-investor-group>
- NSU Broward Center of Innovation Partners with CEC for Collaborative Partnership
<https://www.caymanenterprisecity.com/blog/nsu-broward-partners-with-cec>
- Business Design Competition Open to Caymanians
<https://cayman.loopnews.com/content/business-design-competition-open-all-cayman-residents>

- Alan B. Levan | NSU Broward Center of Innovation partners with Cayman Enterprise City for collaborative partnership of the Cayman Islands country desk initiative
<https://www.caymancompass.com/2022/12/13/alan-b-levan-nsu-broward-center-of-innovation-partners-with-cayman-enterprise-city-for-collaborative-partnership-of-the-cayman-islands-country-desk-initiative/>
- Opportunity for Cayman Entrepreneurs to Enter US Market
<https://caymanmarlroad.com/2022/12/13/opportunity-for-cayman-entrepreneurs-to-enter-us-market/>

Appendix B – Statistics

Enterprise Cayman Engagement Report January 2022

Number of Website Sessions: **189**

Average Website Session Duration: **67 seconds**

Enterprise Cayman Email Open Rate: **36.89%**

Social Audience: **0**

Social Impressions: **1,662**

Total Event RSVPs: **128**

Enterprise Cayman Engagement Report February 2022

Number of Website Sessions: **294**

Average Website Session Duration: **78 seconds**

Enterprise Cayman Email Open Rate: **44.96%**

Social Audience: **909**

Social Impressions: **3,669**

Total Event RSVPs: **71**

Enterprise Cayman Engagement Report March 2022

Number of Website Sessions: **254**

Average Website Session Duration: **79 seconds**

Enterprise Cayman Email Open Rate: **30.37%**

Social Audience: **970**

Social Impressions: **6,480**

Total Event RSVPs: **90**

Enterprise Cayman Engagement Report April 2022

Number of Website Sessions: **163**

Average Website Session Duration: **106 seconds**

Enterprise Cayman Email Open Rate: **37.26%**

Social Audience: **1,014**

Social Impressions: **5,082**

Total Event RSVPs: **70**

Enterprise Cayman Engagement Report May 2022

Number of Website Sessions: **177**

Average Website Session Duration: **57 seconds**

Enterprise Cayman Email Open Rate: **37.59%**

Social Audience: **1,033**

Social Impressions: **693**

Total Event RSVPs: **82**

Enterprise Cayman Engagement Report June 2022

Number of Website Sessions: **189**

Average Website Session Duration: **2.5 Minutes**

Enterprise Cayman Email Open Rate: **37.37%**

Social Audience: **1,038**

Social Impressions: **928**

Total Event RSVPs: **120**

Enterprise Cayman Engagement Report July 2022

Number of Website Sessions: **222**

Average Website Session Duration: **75 seconds**

Enterprise Cayman Email Open Rate: **25.91%**

Social Audience: **1,073**

Social Impressions: **1,497**

Total Event RSVPs: **55**

Enterprise Cayman Engagement Report Aug 2022

Number of Website Sessions: **238**

Average Website Session Duration: **69 seconds**

Enterprise Cayman Email Open Rate: **40.05%**

Social Audience: **1,168**

Social Impressions: **3,038**

Total Event RSVPs: **83**

Enterprise Cayman Engagement Report September 2022

Number of Website Sessions: **217**

Average Website Session Duration: **129 seconds**

Enterprise Cayman Email Open Rate: **23.16%**

Social Audience: **1,229**

Social Impressions: **3,216**

Total Event RSVPs: **151**

Enterprise Cayman Engagement Report October 2022

Number of Website Sessions: **205**

Average Website Session Duration: **99 seconds**

Enterprise Cayman Email Open Rate: **72.73%**

Social Audience: **1,241**

Social Impressions: **2,558**

Total Event RSVPs: **332**

Enterprise Cayman Engagement Report November 2022

Number of Website Sessions: **307**

Average Website Session Duration: **91 seconds**

Enterprise Cayman Email Open Rate: **53.85%**

Social Audience: **1,293**

Social Impressions: **4,975**

Total Event RSVPs: **113**

Enterprise Cayman Engagement Report December 2022

Number of Website Sessions: **307**

Average Website Session Duration: **116 seconds**

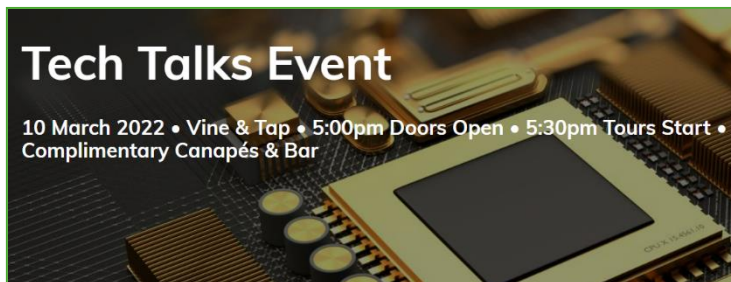
Enterprise Cayman Email Open Rate: **54%**

Social Audience: **1,331**

Social Impressions: **1,699**

Total Event RSVPs: **110**

Appendix C – Images & Screenshots





#FinTalks
Gold: Still the
Ultimate
Hedge?
27 April 2022





**CAYMAN
ENTERPRISE
CITY**
Special Economic Zones

WHERE GLOBAL
BUSINESS THRIVES



TECH TALKS
BY CAYMAN TECH CITY



**ENTERPRISE
CAYMAN**
by Cayman Enterprise City

Internship Programme Application 2022

Helping develop a home-grown technology-driven workforce

Welcome to the Enterprise Cayman internship programme!

An internship placement is an excellent way to gain valuable work experience. In the global job market, competition can be fierce and therefore one of the best ways to distinguish yourself from the rest of the pack is to have additional work experience beyond your school.

Not only does this show you have a passion and drive to excel in a chosen career path, but that many companies see internships as extended job interviews as well. Therefore, an intern who works hard, asks questions and demonstrates a willingness to learn may find themselves one step closer to their dream job.

Our programme aims to place 25+ applicants with internship opportunities throughout the Cayman Enterprise City special



Enterprise Cayman
May 24 · 🌐

Join us in helping build opportunity within the Cayman Islands. Enterprise Cayman, CEC's workforce development initiative, is preparing the next generation of Caymanian innovators. The non-profit provides access to high quality learning experiences and opportunities within the tech world for the community to get involved in. Key highlights include:

- To date, 255 individuals have benefitted from interactive STEM workshops, mentorships, internships, and work placement opport...
- [See more](#)



Cayman Enterprise City
May 10 · 🌐

Join us at this weeks #TechTalks - Thursday, 12 May at 6:00PM. The upcoming discussion will share insight into creating compelling video content and the secrets behind successful video-led marketing campaigns.

Company experts from AirVu Media, Zeal, Massive Media and HD Digital will all be present to share tips and tricks. To RSVP click the link below:
https://hubs.ly/Q018_8v30



Cayman Enterprise City
April 25 · 🌐

Join us as videography experts reveal the secrets behind successful video-led marketing campaigns, how to illicit an emotional response from the audience, and how to leverage that response into a conversion. The "Tech Talks" discussion takes place Thursday, 12 May 6PM at Camana Bay Cinema, with complimentary nibbles!

To learn more about the event and RSVP click the link below:
<https://hubs.ly/Q018CBF80...> [See more](#)



Enterprise Cayman
May 17 · 🌐

The Enterprise Cayman 2022 STEM Summer Workshops are about to be released! Make sure you are signed up to receive our Enterprise Cayman newsletter so you are able to RSVP before they sell out.

Take a little peek of what we have planned already:
- 3D Printing... [See more](#)













The evolution of the employee

Data source: Gartner, Jason Calacanis design by representing for educational and motivational purposes

PAST	FUTURE
Work 9-5	Work anytime
Work in a corporate office	Work anywhere
Use company equipment	Use any device
Focused on inputs	Focus on outputs
Climb the corporate ladder	Create your own ladder
Pre-defined work	Customised work
Hoards information	Shares information
No voice	Can become a leader
Relies on email	Relies on collaboration
Focused on knowledge	Focused on adaptability
Corporate learning and teaching	Democratised learning

Gartner

Trends Analysis

- Identify Trends
- Interpret Trends
- Prioritize Trends
- Develop Future Scenarios





