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Employee Information and Human Resources Activity for
the Civil Service 1st January to 31st December 2025
Published by: Portfolio of the Civil Service
April 2026

ANNUAL HR REPORT 2025
Employee Information and Human Resources Activity for the Civil Service
As at December 2025

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**Gloria McField-Nixon, Chief Officer
Portfolio of the Civil Service**

Message from the Chief Officer

Portfolio of the Civil Service

It is a privilege to present this year's report on a Public Service that continues to deliver for our community. By the end of 2025, the workforce stood at 8,302 employees, an increase of 287 (3.6%), reflecting targeted recruitment to meet service demand while maintaining fiscal discipline and value for money. The Civil Service accounts for 60% of the workforce (4,988 employees), with Statutory Authorities and Government Companies (SAGCs)

comprising the remaining 40% (3,314 employees). Growth has been focused where it matters most; education, environmental health, fire and rescue, healthcare, regulation, and transport, strengthening frontline and essential services.

We also made meaningful progress in Caymanian representation. Caymanians now comprise 70.7% of the total Public Service, up from 69.1% in 2024. In SAGCs, representation rebounded to 72.9% after two years below 70%, driven by deliberate talent pipelines and retention efforts. Within the Civil Service, Caymanians continue to be strongly represented in leadership, accounting for 89% of Chief Officers, 84% of Heads of Departments, and 77% of promotions in 2025, clear evidence that pathways for advancement are working.

Our commitment to inclusion and balance remains strong. Women make up 56% of the Civil Service and received an equal share of promotions. The workforce reflects global diversity, spanning 53 nationalities, with Caymanians forming the clear majority (69%), bringing depth of experience and perspective that enhances public value.

Employee engagement reached a new high. The 2025 Engagement Index rose to 74%, the strongest result since the survey began, with improvements across eight of nine themes. Satisfaction with Pay and Benefits increased notably, reflecting sustained investment in our people. Turnover remained stable at 7.2%, consistent with pre-pandemic levels, and even lower in teaching and uniformed services, underscoring the purpose and commitment found in these roles.

Our pay modernisation agenda delivered tangible outcomes. A 5% Cost of Living Adjustment and a \$3,000 minimum monthly salary increased the average Civil Service salary to \$63,361, while the transition to a fully salaried workforce improved equity and efficiency. Recruitment remained disciplined and island-focused: 77% of appointments were made on-island, and 63% of new hires were Caymanian.

Ultimately, this report is about people, public servants who serve with professionalism and care every day. I am proud of the momentum we have built: a more engaged workforce, strong Caymanian representation, disciplined growth, modernised rewards, and sustained service delivery. As we look ahead, we will continue to align resources to priority outcomes, strengthen our talent pipeline, and hold ourselves to the standards of a world-class Civil Service.

Thank you to every civil servant for your dedication, and to our partners and stakeholders for your continued trust. Together, we will keep improving outcomes for the people we serve.

Report Description

This annual report contains information about key statistics and trends impacting human resources within the Civil Service and the wider Public Service. It serves to inform Human Resources (HR) practices within the Civil Service and to educate the wider public on key trends.

Section one (page 2-3) provides information on the demographics of the Public Service, (which includes the 23 Government Owned Companies and Statutory Authorities) as of 31st December 2025, compared to previous reporting periods.

Section two (pages 4-14) provides information on the demographics of the core Civil Service as of 31st December 2025, addressing a range of issues including the size of the service and Caymanianisation of the workforce at both Ministry/Portfolio and Departmental levels.

Section three (pages 15-21) provides information on a range of human resources activities such as recruitment, retention and employee engagement.

Full Year Summary (page 22) provides a one-page overview of the key statistics from the report for the Public and Civil Service.

Glossary (page 23) provides a description of the main terms used in the report.

The report presents data relating to different aspects of human resources management, with a brief accompanying commentary on the data.

Data relating to the Civil Service has been taken from the Cayman Islands Government's central HR database (my-VISTA from 2024 and HR-IRIS for historic data). Statistics relating to the wider Public Service have been compiled from self-reported data provided by each respective Statutory Authority and Government Owned Company.

This report is presented to Cabinet, tabled in Parliament and, in accordance with the Freedom of Information Law, published electronically on the website for the Portfolio of the Civil Service at <http://www.pocs.gov.ky>

Demographics of the Public Service (31st December 2025)

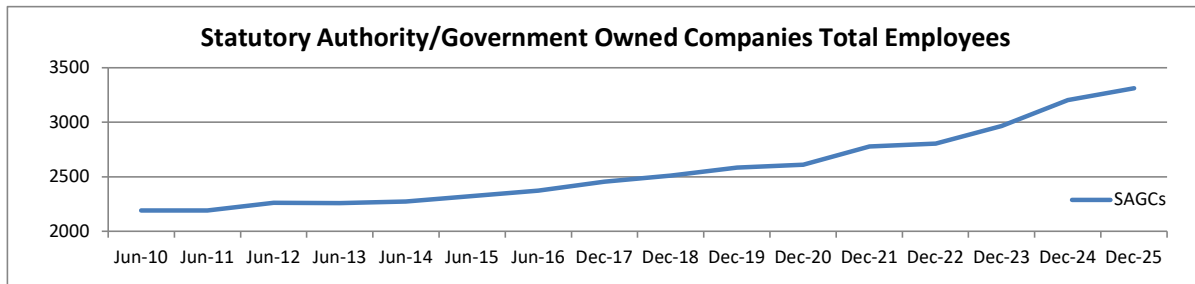
Size of the Public Service by Statutory Authority/Government Owned Company [SAGC]

Statutory Authority/Government Owned Company	Number of Employees Dec 2025 ^{*1}	Number of Employees Dec 2024 ^{*1}	Total Variation	% Change
Auditors Oversight Authority	1	1	0	-
Cayman Airways Ltd	404	409	-5	-1.2%
Cayman Islands Airports Authority	237	223	14	6.3%
Civil Aviation Authority	23	23	0	-
Cayman Islands Development Bank	16	16	0	-
Cayman Islands Monetary Authority	347	319	28	8.8%
Cayman Islands National Insurance Company	53	54	-1	-1.9%
Cayman Islands National Museum	7	5	2	40.0%
Port Authority of the Cayman Islands	197	182	15	8.2%
Cayman Islands Stock Exchange	7	6	1	16.7%
Cayman National Cultural Foundation	11	8	3	37.5%
Cayman Turtle Conservation & Education Centre	105	106	-1	-0.9%
Children and Youth Services Foundation	62	48	14	29.2%
Health Services Authority	1304	1271	33	2.6%
Maritime Authority of the Cayman Islands	21	23	-2	-8.7%
National Drug Council	6	5	1	20.0%
National Gallery of the Cayman Islands	10	13	-3	-23.1%
National Housing Development Trust	12	12	0	-
National Roads Authority	136	129	7	5.4%
Parliament Management Commission (PMC)	24	22	2	9.1%
Public Service Pensions Board	27	30	-3	-10.0%
Cayman Islands National Attractions Authority	37	34	3	8.8%
University College of the Cayman Islands	83	83	0	-
Utility Regulation and Competition Office (OfReg)	28	25	3	12.0%
Water Authority of the Cayman Islands	156	155	1	0.6%
Total for SAGC	3314	3202	112	3.5%

^{*1} Number of Employees = Headcount (not FTE) based in the Cayman Islands, submitted by SAGC

	Dec 2025	Dec 2024	Total Variation	% Change
Total for Core Government	4988	4813	175	3.6%
Total for the Public Service	8302	8015	287	3.6%

% Employees employed in SAGCs	40%
% Employees employed in Core Government	60%



The Cayman Islands Public Service comprises employees from Statutory Authorities, the Parliament Management Commission, Government Owned Companies (SAGCs) and the Civil Service. At the end of 2025, the number of employees in the Public Service was **8,302**. **This was an increase of 287 employees, or 3.6%, over the prior financial reporting period.**

There has been a **steady growth in the number of employees within SAGCs** over the past decade, reporting 3,314 employees in December 2025. The SAGCs ranged in size from the Auditors Oversight Authority who employed 1 staff member as of 31st December 2025, to the Health Service Authority who employed some 1,304 staff members.

The size of the combined SAGCs and that of the Civil Service both remain below the level approved for the 2025 budget year, 3,322 FTE for SAGCs (source: 2024-25 Ownership Agreement) and 5,378 FTE for the Civil Service (source: Individual positions identified in the CIG budget setting process).

Note: The Core Government headcount excludes students employed on paid internships during Summer and Christmas breaks. Information for the Parliament Management Commission has been included within the SAGC figures, to provide an overview of the whole Public Sector.

Demographics of the Public Service (31st December 2025)

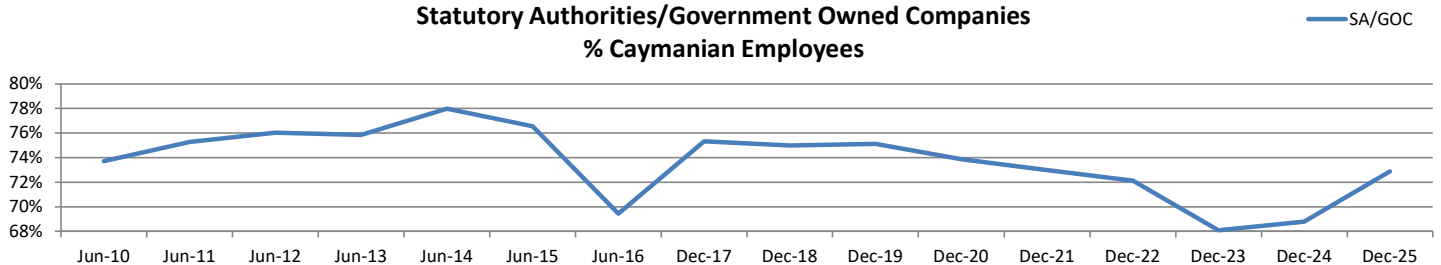
Number and Percentage of Caymanian Employees by Statutory Authority/Government Owned Company

Statutory Authority/Government Owned Company	Employees - Dec 2025 ^{*1}				Employees - Dec 2024 ^{*1}				Variation	% Change
	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian		
Auditors Oversight Authority	1	0	100.0%	0.0%	1	0	100.0%	0.0%	0	0.0%
Cayman Airways Ltd	361	43	89.4%	10.6%	249	160	60.9%	39.1%	112	28.5%
Cayman Islands Airports Authority	210	27	88.6%	11.4%	208	15	93.3%	6.7%	2	-4.7%
Civil Aviation Authority	20	3	87.0%	13.0%	19	4	82.6%	17.4%	1	4.3%
Cayman Islands Development Bank	15	1	93.8%	6.3%	15	1	93.8%	6.3%	0	0.0%
Cayman Islands Monetary Authority	256	91	73.8%	26.2%	236	83	74.0%	26.0%	20	-0.2%
Cayman Islands National Insurance Company	51	2	96.2%	3.8%	52	2	96.3%	3.7%	-1	-0.1%
Cayman Islands National Museum	6	1	85.7%	14.3%	4	1	80.0%	20.0%	2	5.7%
Port Authority of the Cayman Islands	196	1	99.5%	0.5%	181	1	99.5%	0.5%	15	0.0%
Cayman Islands Stock Exchange	6	1	85.7%	14.3%	5	1	83.3%	16.7%	1	2.4%
Cayman National Cultural Foundation	10	1	90.9%	9.1%	8	0	100.0%	0.0%	2	-9.1%
Cayman Turtle Conservation & Education Centre	102	3	97.1%	2.9%	106	0	100.0%	0.0%	-4	-2.9%
Children and Youth Services Foundation	36	26	58.1%	41.9%	19	29	39.6%	60.4%	17	18.5%
Health Services Authority	689	615	52.8%	47.2%	656	615	51.6%	48.4%	33	1.2%
Maritime Authority of the Cayman Islands	20	1	95.2%	4.8%	21	2	91.3%	8.7%	-1	3.9%
National Drug Council	6	0	100.0%	0.0%	5	0	100.0%	0.0%	1	0.0%
National Gallery of the Cayman Islands	7	3	70.0%	30.0%	11	2	84.6%	15.4%	-4	-14.6%
National Housing Development Trust	11	1	91.7%	8.3%	12	0	100.0%	0.0%	-1	-8.3%
National Roads Authority	133	3	97.8%	2.2%	127	2	98.4%	1.6%	6	-0.7%
Parliament Management Commission (PMC)	22	2	91.7%	8.3%	20	2	90.9%	9.1%	2	0.8%
Public Service Pensions Board	25	2	92.6%	7.4%	28	2	93.3%	6.7%	-3	-0.7%
Cayman Islands National Attractions Authority	19	18	51.4%	48.6%	20	14	58.8%	41.2%	-1	-7.5%
University College of the Cayman Islands	50	33	60.2%	39.8%	43	40	51.8%	48.2%	7	8.4%
Utility Regulation and Competition Office (OfReg)	20	8	71.4%	28.6%	16	9	64.0%	36.0%	4	7.4%
Water Authority of the Cayman Islands	143	13	91.7%	8.3%	140	15	90.3%	9.7%	3	1.3%
Total for SAGCs	2415	899	72.9%	27.1%	2202	1000	68.8%	31.2%	213	4.1%

^{*1} Number of Employees = Headcount (not FTE) based in the Cayman Islands

	Dec 2025				Dec 2024			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Core Government	3457	1531	69.3%	30.7%	3337	1476	69.3%	30.7%
Public Service	5872	2430	70.7%	29.3%	5539	2476	69.1%	30.9%

Statutory Authorities/Government Owned Companies % Caymanian Employees



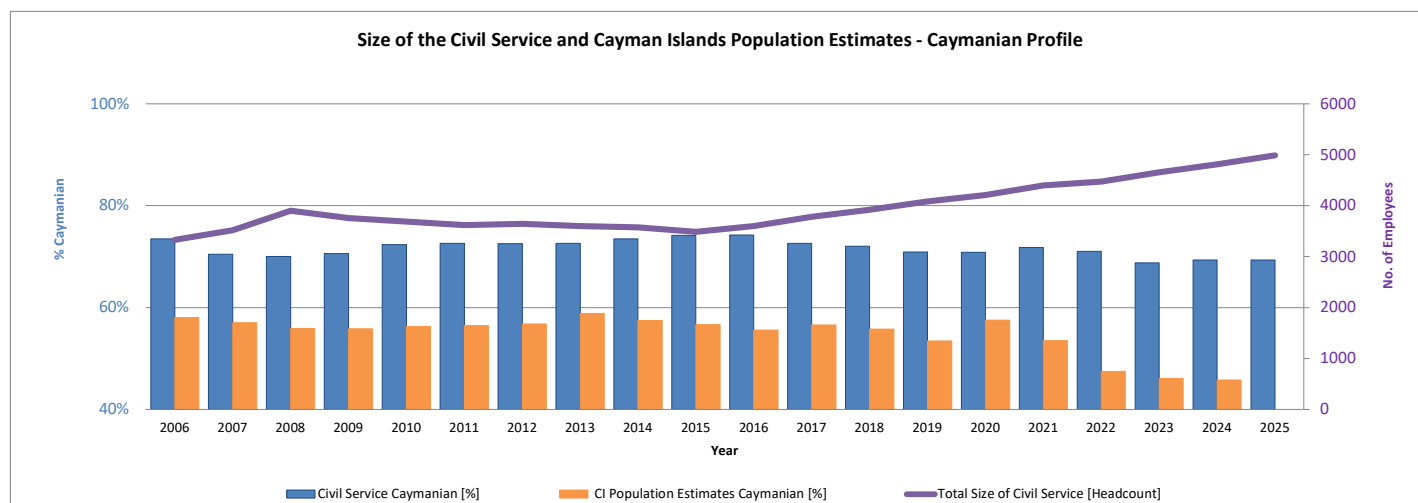
The Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies, the Parliament Management Commission and the Civil Service. At the end of 2025, the number of Caymanians employed within the Public Service was 5,872 which represents 70.7% of the Public Service.

Representation of Caymanians within Statutory Authorities and Government Owned Companies had increased to 72.9% by 31st December 2025, having dipped below 70% for the preceding two years (December 2023: 68.5%, December 2024: 68.8%). Individual Statutory Authorities and Government Owned Companies vary in the proportion of Caymanians they employ and the table above shows the employment level of Caymanians within each organisation.

The Cayman Islands National Attractions Authority had the lowest proportion of Caymanian employees (51.4%), whilst 2 organisations (Auditors Oversight Authority and the National Drugs Council) had a completely Caymanian work-force as at the 31st December 2025 (December 2024: 5). Of the 25 Statutory Authorities or Government Owned Companies, there were 18 with three-quarters or more of their workforce comprising Caymanian employees as indicated by the green shading in the table above (December 2024: 18).

Demographics of the Civil Service (31st December 2025)

Size of the Civil Service and Percentage Caymanian Employees from January 2006 to December 2025



Date	Jan-06	Jan-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
Caymanian	2449	2481	2735	2651	2666	2628	2640	2614	2624	2583	2673	2743	2822	2896	2981	3156	3174	3203	3337	3457
Non-Caymanian	883	1039	1169	1105	1021	991	999	987	947	901	927	1035	1096	1188	1227	1241	1296	1454	1476	1531
Total	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	4470	4657	4813	4988
% Caymanian	73.5%	70.5%	70.1%	70.6%	72.3%	72.6%	72.5%	72.6%	73.5%	74.1%	74.3%	72.6%	72.0%	70.9%	70.8%	71.8%	71.0%	68.8%	69.3%	69.3%
% Non-Caymanian	26.5%	29.5%	29.9%	29.4%	27.7%	27.4%	27.5%	27.4%	26.5%	25.9%	25.8%	27.4%	28.0%	29.1%	29.2%	28.2%	29.0%	31.2%	30.7%	30.7%

The size of the Civil Service has fluctuated over the last two decades in response to changes in demand for services, public policy and the transformation of departments into Statutory Authorities. The table above provides a snapshot of the size of the Civil Service between January 2006 and December 2025 (represented on the graph by the purple trend line and right-hand axis information).

In 2008, in response to the global recession, a recruitment moratorium was adopted. Between 2008 and 2015 there was a decrease in the size of the Civil Service; however over the last decade there has been a reversal of this trend. During 2025, the Civil Service increased in size by 175 or 3.6%. A more detailed breakdown of the departments contributing to this change is provided on page 6.

The percentage of Caymanian employees within the Service remains just below 70% for the third consecutive year (represented on the graph by the dark blue bar graph) with the highest representation, at 74.3%, being reported in June 2016. Increased hiring within the Department of Education and the Police, to professions where Caymanians represent less than half the workforce, has contributed to the decreases reported over the last decade.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2024) are shown in orange providing a comparison against which the Service can be bench-marked. It shows that over the last two decades, the proportion of Caymanians within the Civil Service remains significantly higher than that of the estimated total population nationally.

	Caymanian	Non-Caymanian
Total Civil Servants	69% 3457	31% 1531
Average Annual Salary	\$ 61,639	\$ 67,253
Chief Officers (Including Acting)	89% 16	11% 2
Heads of Department (Including COs & Acting)	84% 63	16% 12
2025 Promotions ^{*1}	77% 230	23% 67

As of the 31st December 2025, Caymanians represented 89% of Chief Officers and 84% of Heads of Departments, higher than the representation of Caymanians within the Civil Service as a whole.

During 2025, 77% of promotions within the Service were to Caymanians, above the representation of Caymanians across the Service (69.3%).

The average annual salary for Caymanians is \$61,831 which is \$5,614 less than their non-Caymanian colleagues.

Information on page 12 shows the proportion of Caymanians versus non-Caymanians across the different grade bands, which provides insight into this variance.

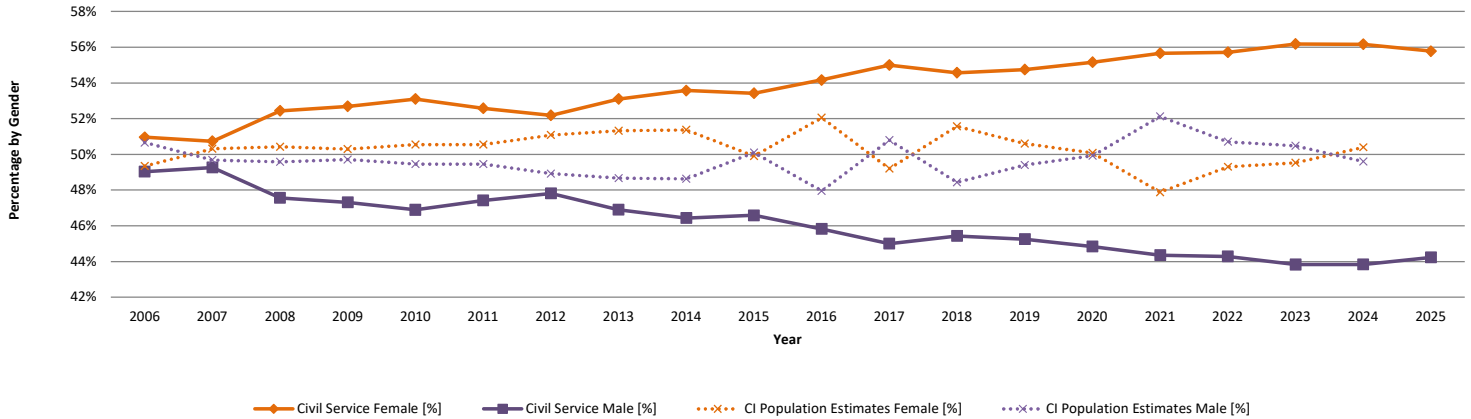
*1 Details of the number and percentage of employee that received a pay award throughout the year can be found on page 15. The promotion data forms a subset of this information, relating to individual promotions (rather than decisions that are applied to groups of employees, such as increment awards and reevaluations of job families).

Note: Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 23. Notably, students employed on paid internships are excluded as are members of the Judiciary, Members of the Legislative Assembly, political appointments, the London Office and Her Excellency the Governor.

Demographics of the Civil Service (31st December 2025)

Size of the Civil Service and Percentage by Gender from January 2006 to December 2025

Civil Service and Cayman Islands Population Estimates - Gender Profile



Date	Jan-06	Jan-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
Female	1698	1786	2047	1979	1958	1903	1899	1912	1913	1861	1950	2078	2138	2236	2321	2447	2452	2616	2703	2782
Male	1634	1734	1857	1777	1729	1716	1740	1689	1658	1623	1650	1700	1780	1848	1887	1950	1949	2041	2110	2206
Total	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	4401	4657	4813	4988
% Female	51.0%	50.7%	52.4%	52.7%	53.1%	52.6%	52.2%	53.1%	53.6%	53.4%	54.2%	55.0%	54.6%	54.8%	55.2%	55.7%	55.7%	56.2%	56.2%	55.8%
% Male	49.0%	49.3%	47.6%	47.3%	46.9%	47.4%	47.8%	46.9%	46.4%	46.6%	45.8%	45.0%	45.4%	45.2%	44.8%	44.3%	44.3%	43.8%	43.8%	44.2%

As the size of the Civil Service has changed over the last two decades, so has the proportion of women within the Service. The table above provides a snapshot of the gender balance within the Civil Service from January 2006 until December 2025.

Over the last two decades, the representation of females in the service has grown steadily higher than their male counterparts. The accompanying graph shows how the balance has moved from women forming 51% of the Service in 2006 to its present level of 56%. This represents a growth of 1,084 women from the 1,698 employed in 2006.

There has still been significant growth in the number of male employees in the same period (572), but this represents a lower rate than their female colleagues. The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2024) are shown as dotted lines, giving a comparison against which gender parity can be bench-marked.

	Female	Male
Total Civil Servants	56% 2782	44% 2206
Average Annual Salary	\$ 64,474	\$ 61,959
Chief Officers (Including Acting)	44% 8	56% 10
Heads of Department (Including COs & Acting)	44% 33	56% 42
2025 Promotions ^{*1}	56% 167	44% 130

In 2025, women represented 44% of both Chief Officers and Heads of Departments, both of which was below their representation within the Civil Service as a whole.

At the most senior levels of Government women represented half or more of the employees in grades C, E and F, whilst grade H remained the highest grade at which the representation of women (65%) exceeds the average for the Service as a whole (56%).

The average annual salary for women is \$2,515 higher than their male colleagues. 56% of promotions in 2025 were received by women, mirroring the representation of women in the Service.

Further information relating to the gender split of the Civil Service by grade is located on page 11.

*1 Details of the number and percentage of employee that received a pay award throughout the year can be found on page 15. The promotion data forms a subset of this information, relating to individual promotions (rather than decisions that are applied to groups of employees, such as increment awards and reevaluations of job families).

Note: Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 23. Notably, students employed on paid internships are excluded as are members of the Judiciary, Members of the Legislative Assembly, political appointments, the London Office and Her Excellency the Governor.

Change in Size of the Civil Service during 2025 by Department

Department	31-Dec-25	31-Dec-24	Variance	%
Agriculture Department	88	75	13	17.3%
^{*1} Business Development Centre	9	8	1	12.5%
^{*1} Cabinet Office	28	27	1	3.7%
Cayman Islands Cadet Corps	5	5	0	0.0%
Cayman Islands Coast Guard	39	42	-3	-7.1%
Cayman Islands Intellectual Property Office	4	5	-1	-20.0%
Cayman Islands National Archive	11	12	-1	-8.3%
Central Procurement Office	6	5	1	20.0%
CI Government Office - UK	1	1	0	0.0%
Commissions Secretariat	11	12	-1	-8.3%
Computer Services Department	80	71	9	12.7%
Core Ministry CEI (formerly BCL)	24	23	1	4.3%
^{*3} Core Ministry DAHA	35		35	100.0%
^{*1} Core Ministry EDU	77	66	11	16.7%
Core Ministry FED	18	19	-1	-5.3%
^{*1} Core Ministry FSC	58	48	10	20.8%
^{*3} Core Ministry HES	46		46	100.0%
^{*1} Core Ministry PLAHI (formerly PAHI)	38	28	10	35.7%
Core Ministry SDI (formerly IISD)	23	25	-2	-8.0%
Core Ministry TTD (formerly T&T)	14	15	-1	-6.7%
Core Ministry YSCH	26	19	7	36.8%
^{*2} Core Ministries no longer existing in 2025		80	-80	-100.0%
Core PoCS	51	49	2	4.1%
Customs and Border Control	248	261	-13	-5.0%
Cyber Security Unit	9	8	1	12.5%
Department for International Tax Cooperation	23	17	6	35.3%
Department of Children & Family Services	159	162	-3	-1.9%
Department of Commerce & Investment	27	28	-1	-3.6%
Department of Communications	35	36	-1	-2.8%
Department of Community Rehabilitation	36	39	-3	-7.7%
Department of Counselling Services	51	44	7	15.9%
^{*1} Department of Education Services	1028	999	29	2.9%
Department of Environment	46	45	1	2.2%
Department of Environmental Health	185	162	23	14.2%
Department of Financial Assistance	48	47	1	2.1%
Department of Labour & Pension	25	24	1	4.2%
Department of Planning	62	57	5	8.8%
Department of Public Safety Communications	28	28	0	0.0%
Department of Sports	24	24	0	0.0%
Department of Transport	10	12	-2	-16.7%
Department of Vehicle and Drivers Licensing	53	49	4	8.2%

^{*1} 2024 Annual Report data adjusted to allow comparison (for Depts not classified as such in 2024)

^{*1} EDU - ICT transferred from Core Ministry to DES (19 persons adjusted in 2024 data)

Department	31-Dec-25	31-Dec-24	Variance	%
District Administration	156	171	-15	-8.8%
Economics & Statistics Office	21	22	-1	-4.5%
E-Government Unit	22	22	0	0.0%
Elections Office	3	4	-1	-25.0%
Facilities Management	17	17	0	0.0%
Fire Department	184	162	22	13.6%
General Registry	55	51	4	7.8%
H E The Governor	5	5	0	0.0%
Hazard Management Department	11	6	5	83.3%
Health Regulatory Services	23	18	5	27.8%
Internal Audit Services	13	13	0	0.0%
Judicial Department	87	96	-9	-9.4%
Lands & Survey Department	75	72	3	4.2%
Mosquito Research and Control Unit	51	48	3	6.3%
National Weather Service	18	17	1	5.9%
Office of Education Standards	6	4	2	50.0%
Office of the Auditor General	26	29	-3	-10.3%
Office of the Deputy Governor	18	15	3	20.0%
Office of the Director of Public Prosecutions	31	31	0	0.0%
Office of the Ombudsman	15	13	2	15.4%
^{*1} Office of the Premier	2	2	0	0.0%
Passport Office	12	11	1	9.1%
Poinciana Rehabilitation Centre	57	43	14	32.6%
Police Service	492	484	8	1.7%
Portfolio of Legal Affairs	65	63	2	3.2%
Postal Department	75	73	2	2.7%
Prison Service	180	177	3	1.7%
^{*1} Protocol Office	5	4	1	25.0%
^{*1} Public Lands Inspectorate	6	6	0	0.0%
Public Library Service	17	20	-3	-15.0%
Public Works Department	133	133	0	0.0%
Radio Cayman	22	21	1	4.8%
Sister Island Sports	5	4	1	25.0%
Sunrise Adult Training Centre	25	25	0	0.0%
Tourism Department	49	44	5	11.4%
Treasury Department	45	44	1	2.3%
Vehicle & Equipment Services	37	34	3	8.8%
Workforce Opportunities Residency Cayman	127	124	3	2.4%
Youth Services Unit	8	8	0	0.0%
Civil Service Total	4988	4813	175	3.6%

^{*2} 2024 Headcount for Core Ministries that no longer exist in 2025 (DAL, H&W, HA, SCR)

^{*3} New Ministries following 2025 election restructure

The table above shows the number of employees within each department in December 2024 and 2025. It is challenging to compare some core Ministries and Departments, due to the mid-year restructure of the Civil Service following the 2025 election. Adjustments to the data contained in the 2024 Annual Report have been made to make comparisons where possible, and have been flagged as such.

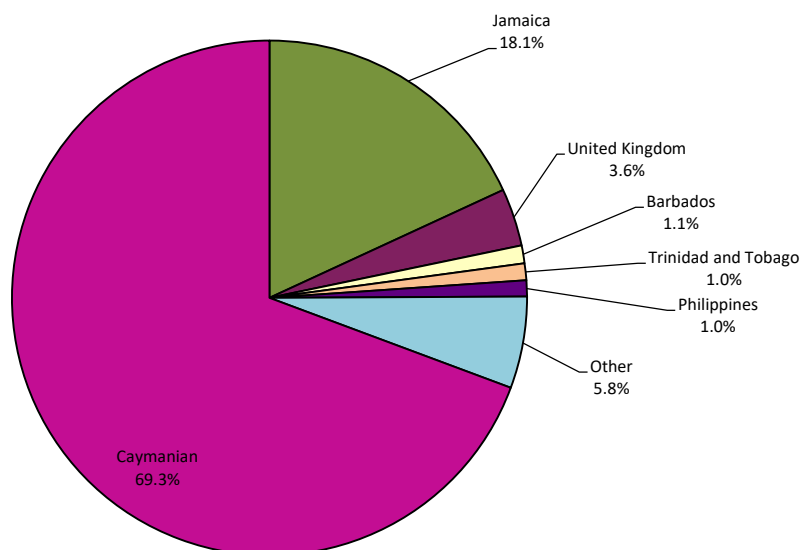
By the end of 2025 there were 79 departments across government. Most departments (47 of the 66 where there was a headcount change) experienced a small change in employee figures, either increases or decreases during the year by 5 employees or less.

Excluding the Core Ministry teams, departments that saw the largest increase in headcount (over 10) included the Department of Education (who, in addition to receiving the ICT unit from the Core Ministry, saw an increase of +29), the Department of Environmental Health (+23), the Fire Department (+22, having been the only Department to experience a decrease the prior year), Poinciana (+14) and the Department of Agriculture (+13).

Excluding the Core Ministries, departments that saw the largest decrease in headcount included, District Administration (-15), Customs and Border Control (-13) and Judicial (-9).

Demographics of the Civil Service (31st December 2025)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Cayman Islands	3458	69.3%
Jamaica	903	18.1%
United Kingdom	181	3.6%
Barbados	56	1.1%
Trinidad and Tobago	52	1.0%
Philippines	51	1.0%
Canada	46	0.9%
United States	33	0.7%
Kenya	27	0.5%
Guyana	26	0.5%
India	16	0.3%
Zimbabwe	15	0.3%
Honduras	13	0.3%
South Africa	12	0.2%
Saint Vincent and the Grenadines	11	0.2%
Saint Lucia	9	0.2%
Nigeria	7	0.1%
Belize	6	0.1%
Ireland	6	0.1%
Dominica	5	0.1%
Uganda	5	0.1%
Australia	4	0.1%
Ghana	4	0.1%
Nicaragua	4	0.1%
Grenada	3	0.1%
Colombia	2	0.0%
Nepal	2	0.0%

Nationality	Number of Employees	% of the Civil Service
Netherlands	2	0.0%
Saint Kitts and Nevis	2	0.0%
Spain	2	0.0%
Tanzania	2	0.0%
Venezuela	2	0.0%
Antigua and Barbuda	1	0.0%
Bahamas	1	0.0%
Brazil	1	0.0%
Costa Rica	1	0.0%
Cuba	1	0.0%
Czech Republic	1	0.0%
Dominican Republic	1	0.0%
Ecuador	1	0.0%
France	1	0.0%
Germany	1	0.0%
Indonesia	1	0.0%
Italy	1	0.0%
Malta	1	0.0%
New Zealand	1	0.0%
Pakistan	1	0.0%
Panama	1	0.0%
Poland	1	0.0%
Romania	1	0.0%
Tunisia	1	0.0%
Turkey	1	0.0%
Turks and Caicos Islands	1	0.0%
Total	4988	

As at 31st December 2025, the Civil Service was comprised of employees from 53 different nationalities with **Caymanians forming the majority of the workforce, representing 69.3% of the Service.**

The largest groups of expatriate Civil Servants were Jamaican (18.1% of the service) and British (3.6% of the service). Civil Servants from Barbados, Trinidad and Tobago and the Philippines constitute 1.1%, 1.0% and 1.0% of the service respectively, whilst the other 47 nationalities represent less than 1% each and 5.8% cumulatively.

The table above shows the number and percentage of employees within the Civil Service by nationality. The pie chart shows the data using more generic groupings.

Demographics of the Civil Service (31st December 2025)

Department Breakdown and Level of Caymanianisation

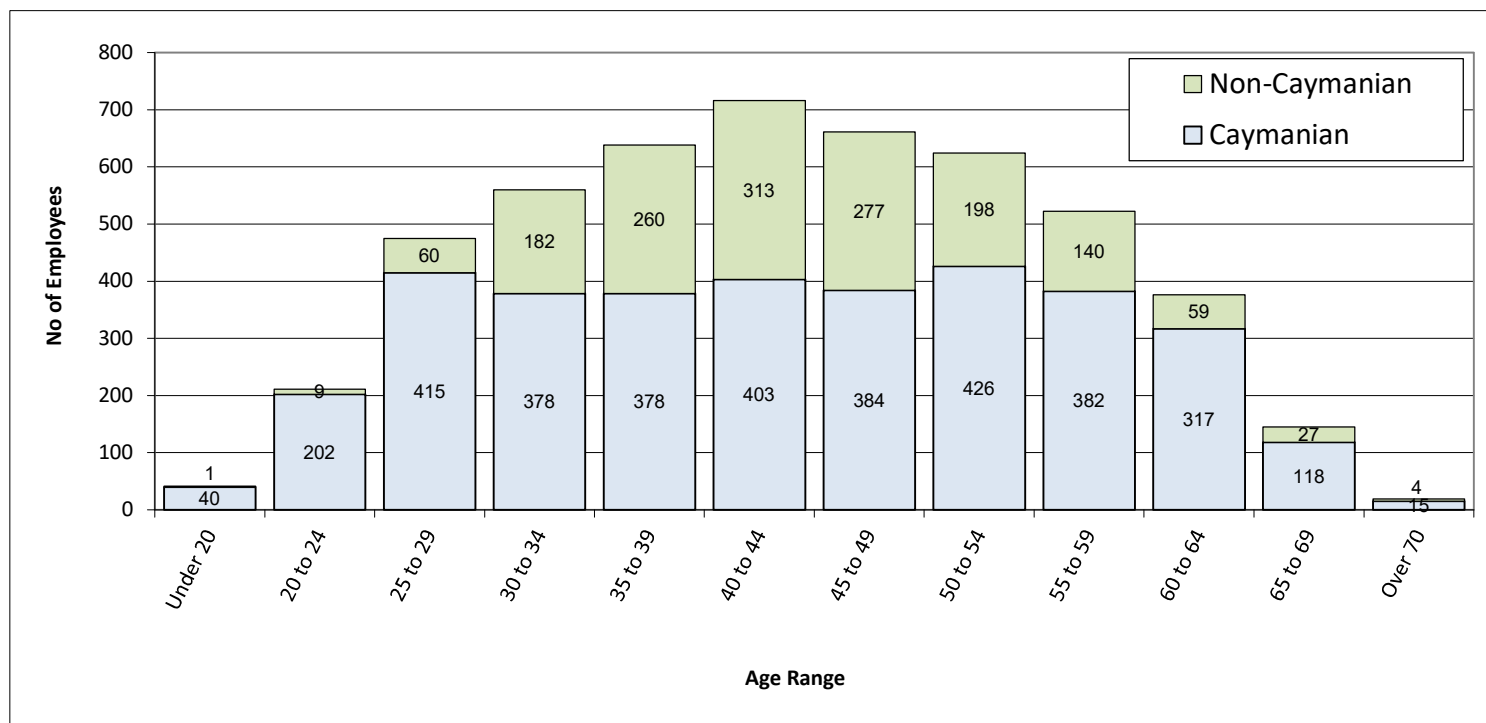
Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture Department	60	28	88	68.2%
Business Development Centre	6	3	9	66.7%
Cabinet Office	25	3	28	89.3%
Cayman Islands Cadet Corps	2	3	5	40.0%
Cayman Islands Coast Guard	37	2	39	94.9%
Cayman Islands Intellectual Property Office	3	1	4	75.0%
Cayman Islands National Archive	9	2	11	81.8%
Central Procurement Office	5	1	6	83.3%
CI Government Office - UK	1	0	1	100.0%
Commissions Secretariat	4	7	11	36.4%
Computer Services Department	49	31	80	61.3%
Core Ministry CEI	23	1	24	95.8%
Core Ministry DAHA	28	7	35	80.0%
Core Ministry EDU	59	18	77	76.6%
Core Ministry FED	16	2	18	88.9%
Core Ministry FSC	40	18	58	69.0%
Core Ministry HES	34	12	46	73.9%
Core Ministry PLAHI	30	8	38	78.9%
Core Ministry SDI	19	4	23	82.6%
Core Ministry TTD	13	1	14	92.9%
Core Ministry YSCH	25	1	26	96.2%
Core PoCS	37	14	51	72.5%
Customs and Border Control	245	3	248	98.8%
Cyber Security Unit	7	2	9	77.8%
Department for International Tax Cooperation	17	6	23	73.9%
Department of Children & Family Services	82	77	159	51.6%
Department of Commerce & Investment	26	1	27	96.3%
Department of Communications	28	7	35	80.0%
Department of Community Rehabilitation	21	15	36	58.3%
Department of Counselling Services	33	18	51	64.7%
Department of Education Services	454	574	1028	44.2%
Department of Environment	44	2	46	95.7%
Department of Environmental Health	161	24	185	87.0%
Department of Financial Assistance	48	0	48	100.0%
Department of Labour & Pension	24	1	25	96.0%
Department of Planning	47	15	62	75.8%
Department of Public Safety Communications	20	8	28	71.4%
Department of Sports	22	2	24	91.7%
Department of Transport	10	0	10	100.0%
Department of Vehicle and Drivers Licensing	50	3	53	94.3%
District Administration	143	13	156	91.7%
Economics & Statistics Office	14	7	21	66.7%
E-Government Unit	14	8	22	63.6%
Elections Office	2	1	3	66.7%
Facilities Management	13	4	17	76.5%
Fire Department	180	4	184	97.8%
General Registry	50	5	55	90.9%
H E The Governor	0	5	5	0.0%
Hazard Management Department	6	5	11	54.5%
Health Regulatory Services	20	3	23	87.0%
Internal Audit Services	8	5	13	61.5%
Judicial Department	64	23	87	73.6%
Lands & Survey Department	50	25	75	66.7%
Mosquito Research and Control Unit	43	8	51	84.3%
National Weather Service	15	3	18	83.3%
Office of Education Standards	3	3	6	50.0%
Office of the Auditor General	7	19	26	26.9%
Office of the Deputy Governor	15	3	18	83.3%
Office of the Director of Public Prosecutions	14	17	31	45.2%
Office of the Ombudsman	11	4	15	73.3%
Office of the Premier	2	0	2	100.0%
Passport Office	12	0	12	100.0%
Poinciana Rehabilitation Centre	21	36	57	36.8%
Police Service	252	240	492	51.2%
Portfolio of Legal Affairs	37	28	65	56.9%
Postal Department	67	8	75	89.3%
Prison Service	110	70	180	61.1%
Protocol Office	4	1	5	80.0%
Public Lands Inspectorate	5	1	6	83.3%
Public Library Service	17	0	17	100.0%
Public Works Department	109	24	133	82.0%
Radio Cayman	17	5	22	77.3%
Sister Island Sports	2	3	5	40.0%
Sunrise Adult Training Centre	15	10	25	60.0%
Tourism Department	47	2	49	95.9%
Treasury Department	42	3	45	93.3%
Vehicle & Equipment Services	33	4	37	89.2%
Workforce Opportunities Residency Cayman	122	5	127	96.1%
Youth Services Unit	8	0	8	100.0%
Civil Service Total	3458	1530	4988	Civil Service Average = 69.3%

The table above shows the number of employees that worked within the 79 government departments as at 31st December 2025, grouped by Caymanian and non-Caymanian. The bright shading in the % Caymanian column of the table provides an indication of how effective the department has been in attracting and retaining Caymanians, with the grey shading indicating the proportion of non-Caymanians. The solid pink line represents the percentage of Caymanian representation within the Civil Service (69.3%).

There were 8 departments where 50% or more of employees were non-Caymanian (December 2024: 8); 53 departments had a higher percentage of Caymanian employees than the average for the Civil Service (69.3%) (December 2024: 54). There were 7 entities with a 100% Caymanian workforce (December 2024: 8); CIG UK Office, Department of Financial Assistance, Department of Transport, Office of the Premier, Passport Office, Public Library Service and Youth Services Unit.

Demographics of the Civil Service (31st December 2025)

The Civil Service by Nationality and Age Range



	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	Over 70	Total
No. Caymanian	40	202	415	378	378	403	384	426	382	317	118	15	3458
No. Non-Caymanian	1	9	60	182	260	313	277	198	140	59	27	4	1530
Total	41	211	475	560	638	716	661	624	522	376	145	19	4988
% Caymanian	1.2%	5.8%	12.0%	10.9%	10.9%	11.7%	11.1%	12.3%	11.0%	9.2%	3.4%	0.4%	100%
% Non-Caymanian	0.1%	0.6%	3.9%	11.9%	17.0%	20.5%	18.1%	12.9%	9.2%	3.9%	1.8%	0.3%	100%
% Civil Servants	0.8%	4.2%	9.5%	11.2%	12.8%	14.4%	13.3%	12.5%	10.5%	7.5%	2.9%	0.4%	100%
Percentage aged 60 and above for comparison purposes [against pre Sept 2016 data below, when the normal retirement age was 60]											10.8%		

Percentage of Civil Servants over Normal Retirement Age - Historic Information

Date	10-Jul-06	10-Jul-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	31-Dec-18	31-Dec-19	31-Dec-20	31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	31-Dec-25
No. Of Civil Servants over mandatory retirement age	173	169	194	187	181	161	161	173	166	175	229	50	62	83	102	131	130	131	152	164
Total Civil Servants	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3918	4084	4208	4397	4470	4657	4813	4988
% Civil Servants over mandatory retirement age	5.1%	4.7%	5.0%	5.0%	4.9%	4.4%	4.4%	4.8%	4.6%	5.1%	6.4%	1.3%	1.6%	2.0%	2.4%	3.0%	2.9%	2.8%	3.2%	3.3%

The bar chart shows the number of employees within core Government as at 31st December 2025, across the various age ranges. The highest concentration of Civil Servants was in the 40-44 age range (14.4%). The average age of a Civil Servant within the Cayman Islands was 44 years, with the youngest employee being aged 17 and the oldest employee aged 76.

The normal retirement age for the Civil Service increased in September 2016 from age 60 to age 65. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Act and Personnel Regulations. The percentage of employees over age 60 (the former normal retirement age) had varied between 4.4% and 6.4% during the preceding 12 years. As of 31st December 2025, there were 164 employees (3.3% of the Service) over age 65, the current retirement age.

More detailed information regarding the age distribution of employees can be found on page 10, where the data is broken down by department.

Demographics of the Civil Service (31st December 2025)

The Civil Service by Department and Age Range

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Agriculture Department	1	16	27	22	16	6			88	0.0%
Business Development Center		2	2	5					9	0.0%
Cabinet Office		4	5	14	4	1			28	0.0%
Cayman Islands Cadet Corps			2	1	2				5	0.0%
Cayman Islands Coast Guard	2	22	9	2	3	1			39	0.0%
Cayman Islands Intellectual Property Office			1	1	2				4	0.0%
Cayman Islands National Archive		1	2	2	3	2		1	11	9.1%
Central Procurement Office			2	3			1		6	16.7%
CI Government Office - UK					1				1	0.0%
Commissions Secretariat			2	6	1	1	1		11	9.1%
Computer Services Department	3	14	25	20	16		2		80	2.5%
Core Ministry CEI		3	2	9	6	2	2		24	8.3%
Core Ministry DAHA		7	11	8	5	3	1		35	2.9%
Core Ministry EDU	3	15	16	24	16	3			77	0.0%
Core Ministry FED		1	1	7	7	2			18	0.0%
Core Ministry FSC		4	16	16	17	5			58	0.0%
Core Ministry HES		10	15	11	9	1			46	0.0%
Core Ministry PLAHI		4	9	10	10	2	3		38	7.9%
Core Ministry SDI		4	8	5	4	1	1		23	4.3%
Core Ministry TTD		2		7	4	1			14	0.0%
Core Ministry YSCH		5	3	8	9	1			26	0.0%
Core PoCS		8	11	16	13	1	1	1	51	3.9%
Customs and Border Control	1	28	70	55	73	12	8	1	248	3.6%
Cyber Security Unit		5			2	2			9	0.0%
Department for International Tax Cooperation			7	12	2	2			23	0.0%
Department of Children & Family Services		9	26	32	52	22	16	2	159	11.3%
Department of Commerce & Investment		5	8	10	3	1			27	0.0%
Department of Communications		7	13	10	4	1			35	0.0%
Department of Community Rehabilitation		1	14	14	4	1	2		36	5.6%
Department of Counselling Services		11	15	9	11	4	1		51	2.0%
Department of Education Services		92	234	353	228	81	38	2	1028	3.9%
Department of Environment		4	14	10	11	5	1	1	46	4.3%
Department of Environmental Health		27	44	46	43	16	8	1	185	4.9%
Department of Financial Assistance		16	14	9	5	2	1	1	48	4.2%
Department of Labour & Pension		4	2	8	7	4			25	0.0%
Department of Planning		9	21	17	9	3	2	1	62	4.8%
Department of Public Safety Communications		9	4	8	6	1			28	0.0%
Department of Sports		5	2	8	1	5	3		24	12.5%
Department of Transport	1	3	1		3	1	1		10	10.0%
Department of Vehicle and Drivers Licensing		11	17	12	8	4	1		53	1.9%
District Administration	21	30	25	29	31	16	4		156	2.6%
Economics & Statistics Office		4	5	3	6	2	1		21	4.8%
E-Government Unit		5	6	9	2				22	0.0%
Elections Office				1	2				3	0.0%
Facilities Management		1	4	5	6	1			17	0.0%
Fire Department	4	60	52	22	44	2			184	0.0%
General Registry		8	13	13	13	3	5		55	9.1%
H E The Governor		1		1	2	1			5	0.0%
Hazard Management Department		1	3	5	2				11	0.0%
Health Regulatory Services	1	4	4	7	4	2		1	23	4.3%
Internal Audit Services		1	6	4	2				13	0.0%
Judicial Department		12	31	18	14	11	1		87	1.1%
Lands & Survey Department	2	5	25	20	16	5	2		75	2.7%
Mosquito Research and Control Unit		10	11	14	12	2	2		51	3.9%
National Weather Service		3	3	8	4				18	0.0%
Office of Education Standards					5	1			6	0.0%
Office of the Auditor General		2	16	4	3	1			26	0.0%
Office of the Deputy Governor			6	7	2	3			18	0.0%
Office of the Director of Public Prosecutions		1	7	8	10	3	1	1	31	6.5%
Office of the Ombudsman		2	3	5	4	1			15	0.0%
Office of the Premier				1	1				2	0.0%
Passport Office		4	2	1	4	1			12	0.0%
Poinciana Rehabilitation Centre		11	15	16	13	1	1		57	1.8%
Police Service	1	58	111	148	128	35	10	1	492	2.2%
Portfolio of Legal Affairs		4	21	20	11	6	2	1	65	4.6%
Postal Department		11	15	19	14	14	2		75	2.7%
Prison Service		15	31	49	54	19	11	1	180	6.7%
Protocol Office		1			4				5	0.0%
Public Lands Inspectorate		3	2	1					6	0.0%
Public Library Service		2	5	7	2	1			17	0.0%
Public Works Department		12	23	37	33	22	5	1	133	4.5%
Radio Cayman		1	4	7	6	4			22	0.0%
Sister Island Sports			1	2	2				5	0.0%
Sunrise Adult Training Centre		5	8	8	3	1			25	0.0%
Tourism Department	1	9	14	15	7	3			49	0.0%
Treasury Department		2	8	12	16	5	1	1	45	4.4%
Vehicle & Equipment Services		6	5	12	11	3			37	0.0%
Workforce Opportunities Residency Cayman		21	36	29	31	7	2	1	127	2.4%
Youth Services Unit		3	2		2		1		8	12.5%
Total	41	686	1198	1377	1146	376	145	19	4988	3.3%
%	0.8%	13.8%	24.0%	27.6%	23.0%	7.5%	2.9%	0.4%	100.0%	

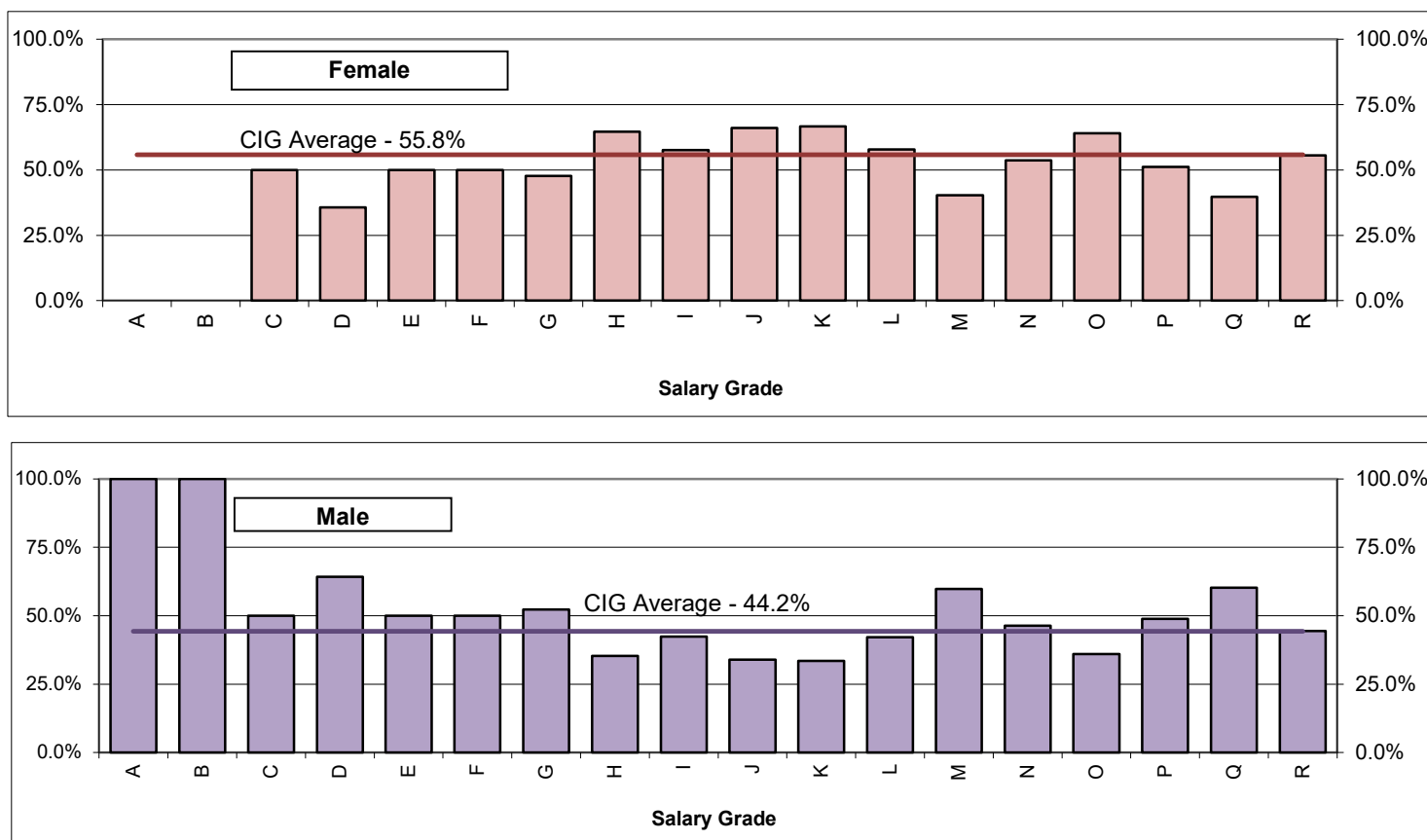
The table above shows the number of Civil Servants within each department spread across various age ranges as at 31st December 2025. The largest group of employees is in the 40-49 age range (27.6% of the Service) with the 30-39 and 50-59 age-ranges each constituting almost another quarter of the Service each.

The shading on the right-hand side of the table identifies the departments with an above average representation of Civil Servants over the normal retirement age, with the darker shading representing higher percentages of employees over 65 years old. Just over half of all Government Departments (41 of the 79, 52%) did not have employees over the normal retirement age.

Note: In September 2016 the normal retirement age for the Civil Service was raised from age 60 to age 65.

Demographics of the Civil Service (31st December 2025)

The Civil Service by Gender and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	Total
Female			9	5	14	42	52	163	189	288	586	240	348	233	360	92	126	35	2782
Male	1	3	9	9	14	42	57	89	139	148	294	175	516	201	202	88	191	28	2206
Total	1	3	18	14	28	84	109	252	328	436	880	415	864	434	562	180	317	63	4988

The two bar charts above show the proportion of each salary grade that female and male Civil Servants were paid on as at 31st December 2025. The solid lines show the percentage expected if the grades were uniformly distributed. There continues to be a larger proportion of Civil Service roles held by females, with the Service comprised of **56% female and 44% male**.

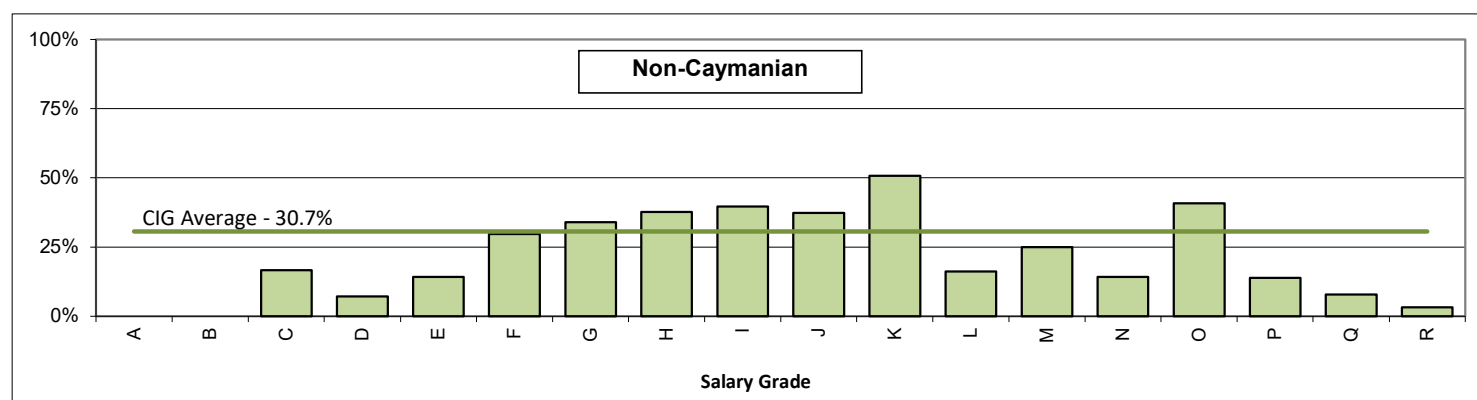
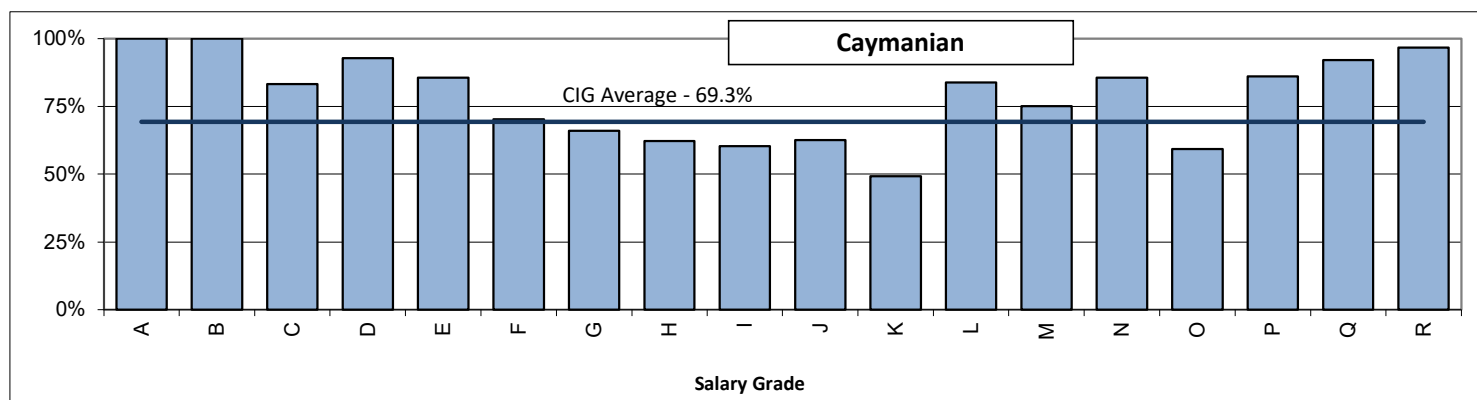
The table above shows that the 4 senior executive, falling within grades A & B, were held by men. These positions are the Deputy Governor, Financial Secretary, Attorney General and Cabinet Secretary.

For other organisational executives (predominantly falling within grades C to G), 48% of held by females Civil Servants, compared to the 56% they represent of the Civil Service. The positions within grades C to G include; Chief Officer, Deputy Chief Officer, Head of Departments and Deputy Head of Department, amongst others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 65% female and 35% male. Teaching as a profession (main-scale grade K) has a disproportionately high female representation (79%).

Male employees are more highly represented within the lowest level support roles (grades P to R) when compared to the CIG as a whole (55%). This is in part associated with the transition of the trade roles, predominantly held by men, being converted to the regular salary grade system (from bi-weekly grades GAA-GFF) over the last few years, an exercise that was completed in 2025.

The Civil Service by Nationality and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	Total
Caymanian	1	3	15	13	24	59	72	157	198	273	433	348	649	372	333	155	292	61	3458
Non-Caymanian	0	0	3	1	4	25	37	95	130	163	447	67	215	62	229	25	25	2	1530
Total	1	3	18	14	28	84	109	252	328	436	880	415	864	434	562	180	317	63	4988

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on the 31st December 2025. The solid lines show the percentage expected if the grades were uniformly distributed. When looking at the Civil Service as a whole, **Caymanian employees made up 69.3% of the workforce.**

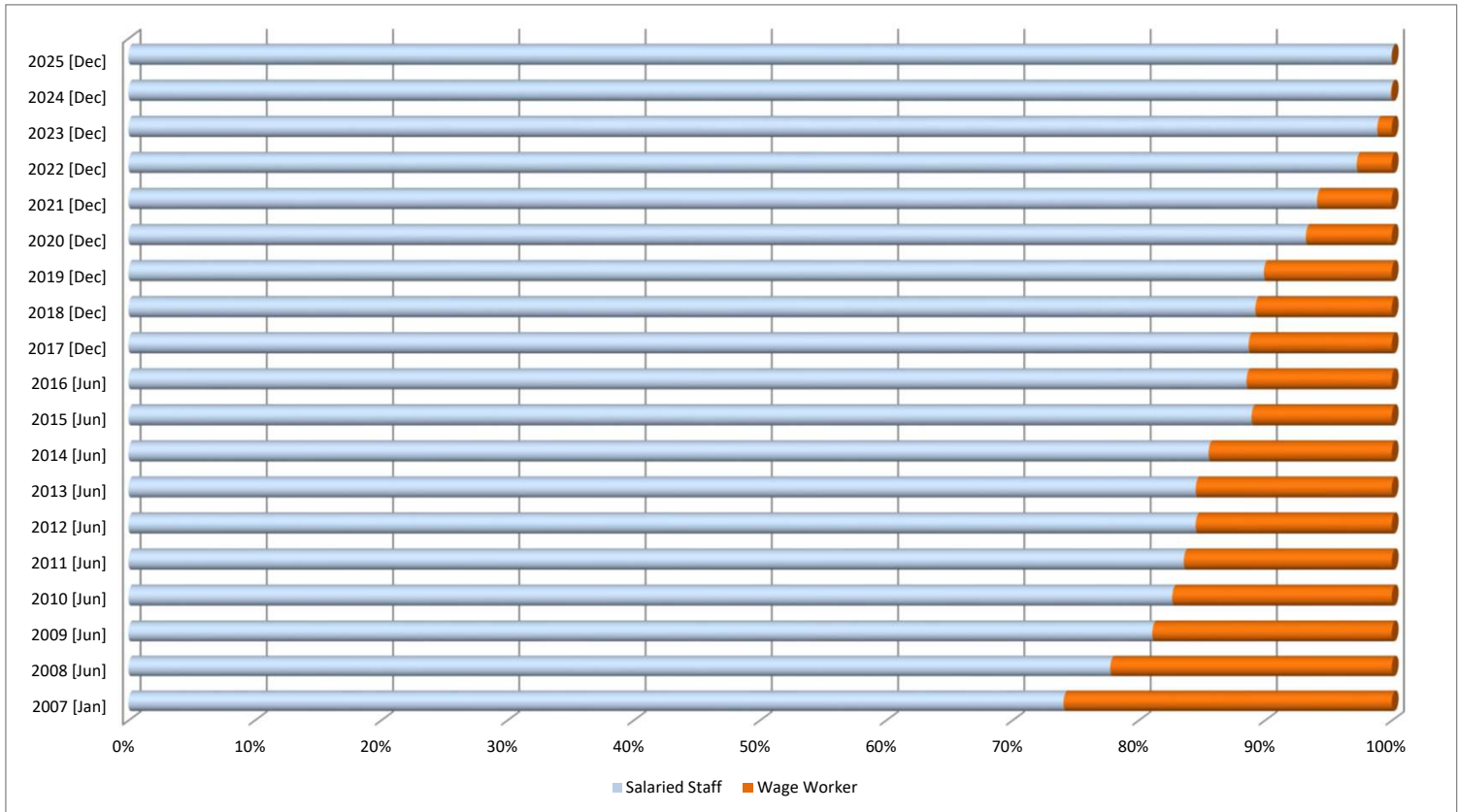
The table above shows that the 4 senior executive roles, falling within grades A & B, were held by Caymanians. These positions are the Deputy Governor, Financial Secretary, Attorney General and Cabinet Secretary.

For other organisational executives (predominantly falling within grades C to G), Caymanians constituted 72% of employees in these roles, slightly higher than the average of the Civil Service as a whole. Positions within grades C to G include; Chief Officer, Deputy Chief Officer, Head of Department, Deputy Head of Department and others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K) Caymanian representation was 56%. Teaching as a profession (main-scale grade K) has a disproportionately high representation of non-Caymanian (70%). In the lower salary grades (P-R), Caymanian representation was at 91%.

This pattern may be explained in part by Ministries and Portfolios being less likely to recruit overseas for more junior roles within the Civil Service. Non-Caymanians tend to hold a higher proportion of posts in the mid-salary range, which are more likely to be specialist roles.

The Civil Service by Employment Type



Annual Data [Since the introduction of the Public Service Management Act]

Date	01-Jan-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20	31-Dec-21	31-Dec-22	31-Dec-23	31-Dec-24	31-Dec-25
Salaried Staff	2607	3036	3046	3048	3025	3076	3044	3055	3099	3188	3352	3497	3689	3924	4139	4347	4604	4810	4988
Wage Worker	913	868	710	639	594	563	557	516	385	412	426	421	413	284	258	123	53	3	0
Total	3520	3632	3904	3756	3687	3639	3639	3571	3484	3600	3778	3918	4102	4208	4397	4470	4657	4813	4988
Salaried Staff	74.1%	83.6%	78.0%	81.2%	82.0%	84.5%	83.6%	85.6%	88.9%	88.6%	88.7%	89.3%	89.9%	93.3%	94.1%	97.2%	98.9%	99.9%	100.0%
Wage Worker	25.9%	23.9%	18.2%	17.0%	16.1%	15.5%	15.3%	14.4%	11.1%	11.4%	11.3%	10.7%	10.1%	6.7%	5.9%	2.8%	1.1%	0.1%	0.0%

Personnel Regulations state that an employee's wages or salary should be paid on a monthly basis or in exceptional circumstances on a bi-weekly basis. When the Public Service Management Act (PSMA) and associated Personnel Regulations came into effect in January 2007, the majority of contractual differences between salaried staff and wage workers were resolved.

The bar chart above shows an end-of-year snapshot of the percentage of employees who were paid on a salaried versus wage-worker contract since the introduction of the PSMA. As part of the overall reward strategy, over the past several years Civil Servants that have traditionally been paid on the wage-worker grades (GAA to GFF), have received new job descriptions which have been evaluated allowing them to transition from wage workers to salaried employees on the Annual Salary Scale for Salaried Staff (A to R). This phased approach concluded at the end of 2024, bringing parity of pay to all employees.

Effective 1st January 2025, the Civil Service introduced its first payroll processing policy which, in addition to introducing a fixed pay date for the Civil Service, formally stood down the bi-weekly payroll process enabling efficiency gains associated with discontinuing 26 additional payrolls per annum.

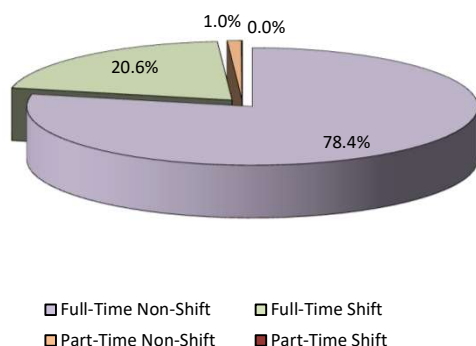
The Civil Service by Employment Arrangements

Working Arrangements

As of the 31st December 2025, the majority of Civil Servants worked full-time, with only 1.0% of the Service being employed on part-time working arrangements. Part-time employees were employed across 12 different departments with the largest representation within District Administration (20 employees) and the Department of Education Services (14 employees).

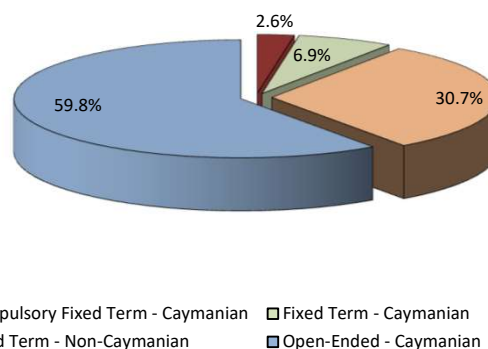
Shift workers represented 20.6% of the Service by the end of 2025, with 23 departments reporting that they employed Civil Servants on shifts. The Police Service (33%), Customs and Border Control (16%), Prison Service (14%), Fire Service (12%) and Department of Child & Family Services (9%) together employed the majority of shift workers (84% of the 1029 employees working shifts).

Employment Arrangements



Employment Arrangement	Number of Employees	% of the Civil Service
Full-Time Non-Shift	3909	78.4%
Full-Time Shift	1027	20.6%
Part-Time Non-Shift	50	1.00%
Part-Time Shift	2	0.04%
Total	4988	100%

Employment Agreement Type by Nationality



Employee Agreement	Number of Employees	% of the Civil Service
Compulsory Fixed Term - Caymanian	131	2.6%
Fixed Term - Caymanian	342	6.9%
Fixed Term - Non-Caymanian	1530	30.7%
Open-Ended - Caymanian	2985	59.8%
Total	4988	100%

Employment Agreement Type

Personnel Regulations outline the following tenure arrangements for employees;

- Caymanians should be placed on an "open-ended" tenure to their 65th birthday unless; the position/post undertaken has a finite life, the individual is over the compulsory retirement age (in which case it should be fixed-term for no more than 2 years) or when there are other good reasons not to do so.
- Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years.

Note: A number of roles have terms and conditions outlined in other Laws or Regulations, such as the Police Commissioner who may be awarded a fixed-term contract of up to 5 years per contract or the Ombudsman who may be awarded a one-time fixed-term contract of 7 years.

The pie chart above shows the proportion of employees that held open-ended or fixed-term employment agreements as at 31st December 2025. 59.8% of the Civil Service were Caymanian employees on open-ended employment agreements, 30.7% were non-Caymanians on fixed-term employment agreements and 9.5% were Caymanians on fixed-term/compulsory fixed-term employment agreements.

In the pie-chart, the latter category has been split to show those Caymanian employees who were over 65 years old and holding 'compulsory' fixed term employment agreements (2.6%), and those with standard fixed term employment agreements (6.9%).

Civil Servants Remuneration Levels and Activity During 2025

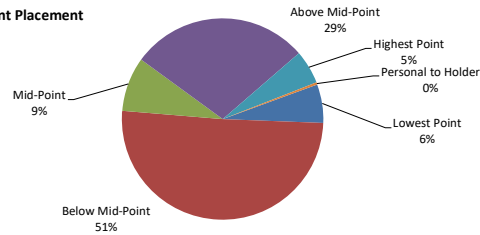
Civil Servants Annual Salary Distribution

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
\$20,000 to \$29,999	61	1.2%	1.2%
\$30,000 to \$39,999	458	9.2%	10.4%
\$40,000 to \$49,999	980	19.6%	30.1%
\$50,000 to \$59,999	1,118	22.4%	52.5%
\$60,000 to \$69,999	1,067	21.4%	73.9%
\$70,000 to \$79,999	422	8.5%	82.3%
\$80,000 to \$89,999	301	6.0%	88.4%
\$90,000 to \$99,999	209	4.2%	92.5%
\$100,000 to \$109,999	117	2.3%	94.9%
\$110,000 to \$119,999	89	1.8%	96.7%
\$120,000 to \$129,999	68	1.4%	98.0%
\$130,000 to \$139,999	31	0.6%	98.7%
\$140,000 to \$149,999	25	0.5%	99.2%
\$150,000 to \$159,999	13	0.3%	99.4%
\$160,000 to \$169,999	14	0.3%	99.7%
\$170,000 to \$179,999	3	0.1%	99.8%
\$180,000 and above	12	0.2%	100%
Total	4988	100%	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	309	6.2%	6.2%
Below Mid-Point	2,528	50.7%	56.9%
Mid-Point	435	8.7%	65.6%
Above Mid-Point	1,429	28.6%	94.2%
Highest Point	269	5.4%	99.6%
Personal to Holder	18	0.4%	100%
Total	4988	100%	

By Point Placement



The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points. Automatic annual increments have been frozen within the Civil Service since 2002. The salary scale in effect on the 31st December 2025 ranged between **\$21,852** (R point 1) and **\$251,592** (A point 5) per annum.

The table above shows that, for the first time, the largest group of Civil Servants (22.4%) earn salaries in the \$50,000 to \$59,999 salary range, with the second largest group (21.4%) earning in the \$60,000 to \$69,999 range.

By the end of 2025, 30% of the Civil Service continued to receive an annual salary of less than \$50,000, down from the 42.0% that was reported for 2024.

The average full-time equivalent annual salary for the Civil Service as at the 31st December 2025 was \$63,361; an increase of **\$4,200** compared to the December 2024 average. This is in large part due to a 5% Cost of Living Increase that was implemented on the 1st January 2025 and represents the **eleventh** consecutive year that an increase in average salary has been reported.

The provision of medical benefits and pension, without employee contribution, should be noted when making comparisons for overall remuneration packages for Civil Servants against other organisations; as these represent significant employee benefits.

The Public Service Management Act and Personnel Regulations outline the authority of Appointing Officers to determine the point placement of individuals within a grade. A range of factors are considered, including experience and qualifications.

The table and pie-chart above summarise the position of employees within the salary scales for the Civil Service as at 31st December 2025. Some 65.6% of the Civil Service had a point placement that was less than or equal to the mid-point of the range; a 5% decrease on the same percentage to 2024.

The number of persons being paid at the lowest point of the scale increased to 309 persons (6%) from the 85 (2%) reported in 2024. However, this change was in response to a pay initiative that saw;

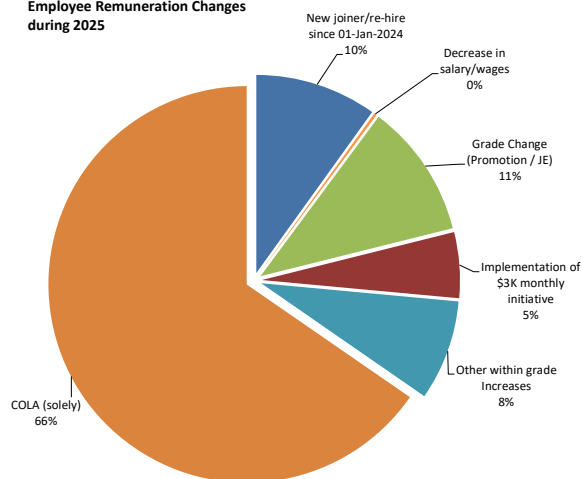
- the implementation of a \$3,000 minimum monthly salary for the Civil Service
- the standing down of pay points below that amount for all employees, other than student interns and individuals on work experience
- the establishment of P point 3 and Q point 7 as the lowest point for those grades and
- the movement of hundreds of employees to new point placements, to ensure they met this new minimum salary.

Additional information on the impact of this pay initiative can be found in the section below.

Within the Civil Service, 5% of employees were on the highest point of their range, and 0.4% had an individual salary that was either outside of the salary scale or unaligned to a point within the salary scale.

Civil Servants Annual Salary Changes

Employee Remuneration Changes during 2025



The adjacent graph shows the change in Civil Service remuneration during 2025, based on a comparison of employee salaries as at the 31st December 2024 and 2025.

Effective 1st January 2025 the Civil Service implemented a 5% Cost of Living Award (COLA) which uplifted the value of the salary scale, impacting all Civil Servants.

In addition, 5% of the Civil Service had a remuneration increase resulting from the introduction of a minimum \$3,000 monthly salary and associated grade-step increases. A further 8% of employees received within role salary increases unrelated to the \$3K initiative, and 11% received increases resulting from promotions or their roles being re-evaluated. In total, this represented 1,221 employees receiving non-COLA related salary increases, 24% of the Service (2024: 807 employees).

0.2% of the Civil Service received a salary decrease during 2025 (2024: 0.7%), primarily associated with employees moving into roles on a lower grade.

A further 10% of employees were new joiners or re-hires to the Civil Service after the 31st December 2024 and consequently do not have a 2024 pay rate for comparison purposes.

HR Activity for the Civil Service for 2025 - Recruitment/Appointments

Appointments Made On or Off Island And Employment Types*

On/Off Island

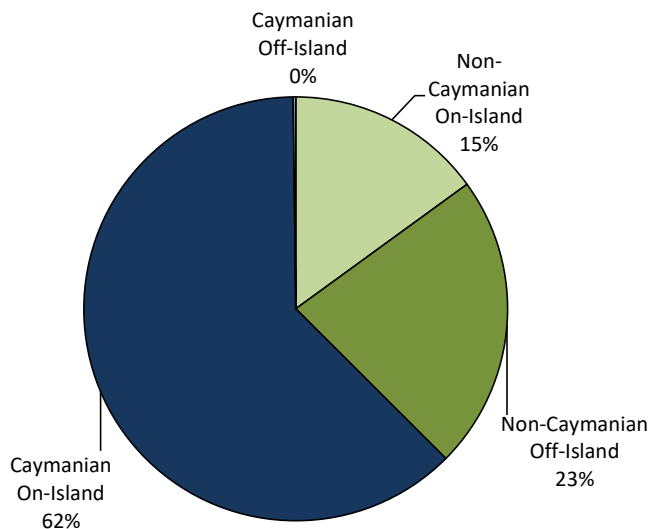
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	1	114	115	22.7%
On-Island	316	76	392	77.3%
Total	317	190	507	100.0%
% by Nationality	62.5%	37.5%	100.0%	

Contract Type

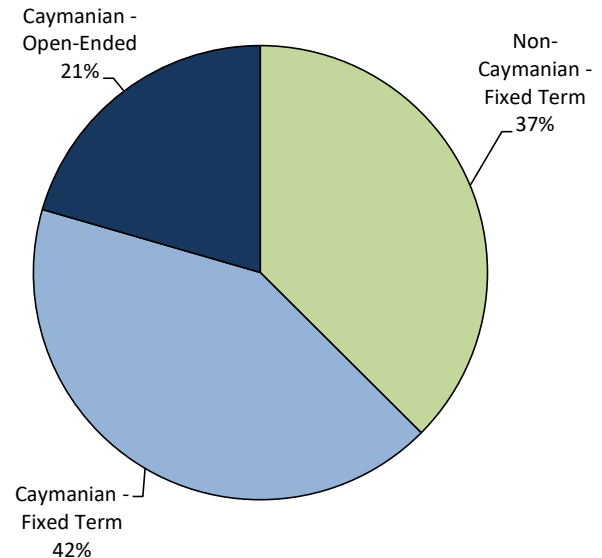
Employment Type	Caymanian	Non-Caymanian	Total	% by Contract Type
Fixed-Term	213	190	403	79.5%
Open-Ended	104		104	20.5%
Total	317	190	507	100.0%
% by Nationality	62.5%	37.5%	100.0%	

* Appointment figures reflect new hires to the Civil Service and consequently do not include internal appointments to different entities or the contract renewal of existing employees. Student interns that were employed for short-term (4 months or less) work experience and supply teachers appointed to cover interim appointments are excluded from the data. The same employee can be recruited or appointed more than once in a given year and each appointment is counted as a separate activity.

Recruitment by Location



Recruitment by Contract Type



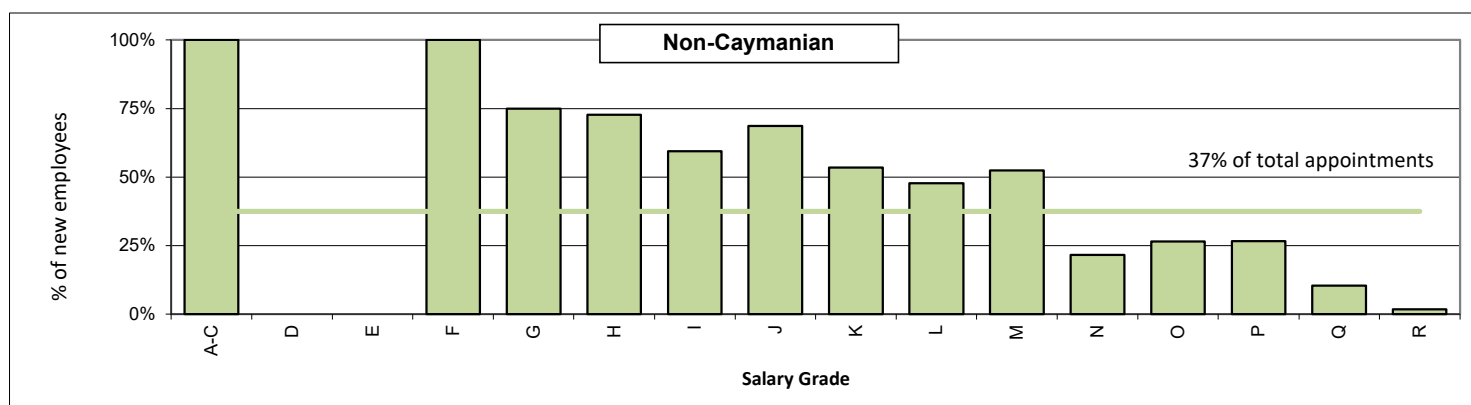
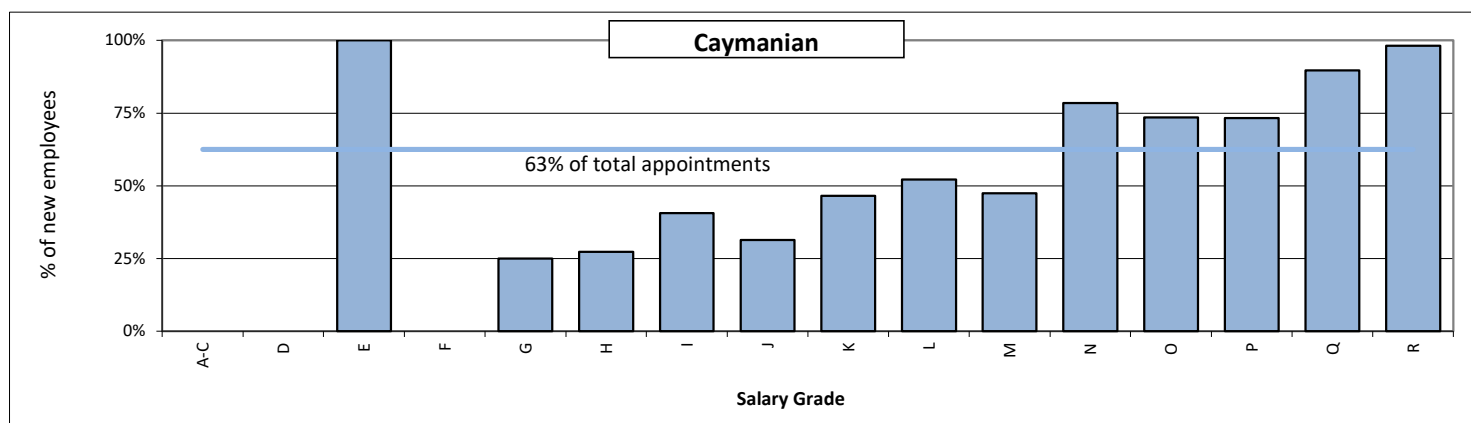
These sections provide an overview of recruitment/appointment activities during 2025. During the year, there were 723 appointments to the Civil Service (2024: 665), however 216 of these were to student interns and supply teachers, who have been excluded from the more detailed analysis. Over the second half of the year there was restricted hiring, to essential roles only, to support cost-containment measures.

During 2025, 77% of all appointments were made for applicants who were **on-island** (2024: 87%); with Caymanians constituting the largest group. Of the appointments for non-Caymanian employees (190 in total), 40% were recruited on-island.

In relation to the type of employment arrangement offered to new hires, 80% were for fixed-term contracts, with 20% of new hires being made to Caymanians on open-ended contracts. Caymanians appointed to Fixed Term Contracts accounted for 41% of appointments, these included appointments to programmes that develop Caymanian talent (recruited to roles such as Office Attendant III) roles that have significant training and assessment requirements (such as Fire Fighters), appointments to individuals above the mandatory retirement age, in addition to appointments to fill short-term vacancies.

Of the 216 temporary staff excluded from the detailed analysis, 194 were student interns appointed for short term contracts (of 4 months or less) during the summer and Christmas periods during 2025, 98% of whom were Caymanian.

Appointments by Grade and Nationality



Grade	A-C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	Total	%
Caymanian			1		1	6	13	11	27	24	29	51	36	11	52	55	317	62.52%
Non-Caymanian	1			4	3	16	19	24	31	22	32	14	13	4	6	1	190	37.48%
Total	1	0	1	4	4	22	32	35	58	46	61	65	49	15	58	56	507	100.0%

Caymanians constituted 63% of all new recruits/appointments to the Civil Service during 2025, across a wide range of roles and grades (2024: 60%). Whilst lower than the percentage of Caymanians in the Service, this is 19% and 25% higher than the percentage of Caymanians in the Working Age Population and Labour Force, reported in the latest ESO Compendium of Statistics (2024) as 44% and 37% respectively.

During 2025, 42 of the 60 departments that hired new employees, made appointments of non-Caymanians. Half of all non-Caymanians recruited to the Civil Service during 2025 were within three departments; the Department of Education Services accounted for 24% (45 appointments), the Police Service accounted for 20% (38 appointments) and the Poinciana Rehabilitation Centre accounted for a further 6% (11 appointments).

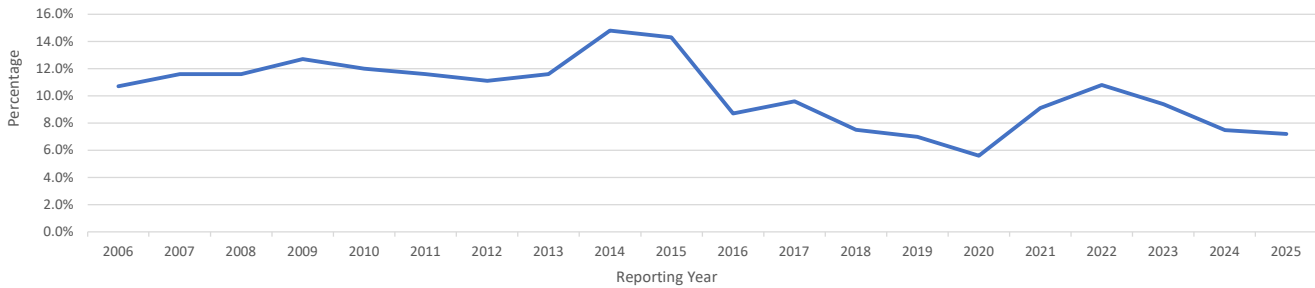
Of the new hire appointments to the Service during 2025, 165 of the 507 appointments (33%) were made to the lowest point on each salary grade (2024: 11%); whilst 89 appointments (18%) were made to point placements that were above the mid-point of the scale.

It should be noted that:-

- The above details do not form the full picture of attraction, retention and promotion of Caymanians within the Civil Service, as these figures do not consider existing civil servants who have been appointed to new roles within Government. See pages 4 and 15 for related information on promotions during 2025.
- Appointment data does not include information relating to the contract renewal process for existing employees.

HR Activity for the Civil Service for 2025 - Retention

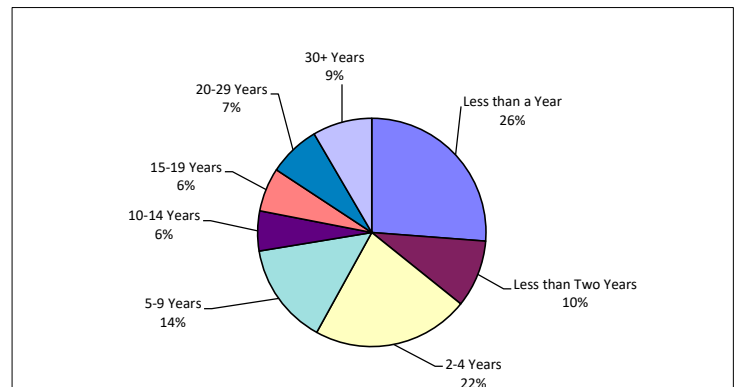
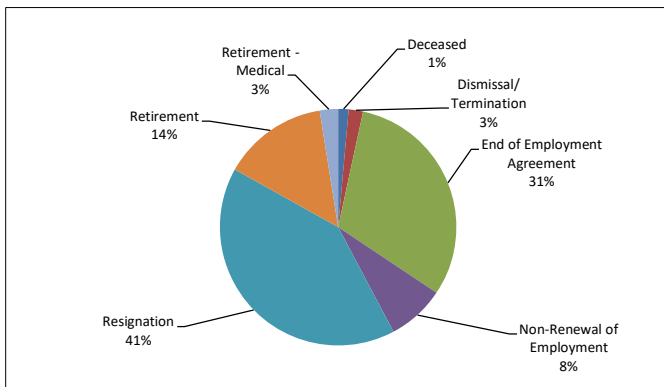
Turnover Rate for the Civil Service 2006 to 2025



Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Turnover	10.7%	11.6%	11.6%	12.7%	12.0%	11.6%	11.1%	11.6%	14.8%	14.3%	8.7%	9.6%	7.5%	7.0%	5.6%	9.1%	10.8%	9.4%	7.5%	7.2%

The annual turnover rate for the service has, over the last two decades, ranged between a maximum of 14.8% in 2014 to a minimum of 5.6% in 2020. The annual turnover rate for 2025 was 7.2%, more in line with the rates experienced during the years immediately prior to the Covid-19 pandemic.

Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	5	2.0%	0	0.0%	5	1%
Dismissal/Termination	5	2.0%	2	2.0%	7	2%
End of Employment Agreement	87	34.4%	23	22.5%	110	31%
Non-Renewal of Employment	9	3.6%	19	18.6%	28	8%
Resignation	91	36.0%	54	52.9%	145	41%
Retirement	47	18.6%	4	3.9%	51	14%
Retirement - Medical	9	3.6%	0	0.0%	9	3%
Total	253	100.0%	102	100.0%	355	100%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	80	31.6%	13	12.7%	93	26%	26%
Less than Two Years	20	7.9%	14	13.7%	34	10%	36%
2-4 Years	37	14.6%	42	41.2%	79	22%	58%
5-9 Years	33	13.0%	18	17.6%	51	14%	72%
10-14 Years	11	4.3%	9	8.8%	20	6%	78%
15-19 Years	18	7.1%	4	3.9%	22	6%	84%
20-29 Years	24	9.5%	2	2.0%	26	7%	92%
30+ Years	30	11.9%	0	0.0%	30	8%	100%
Total	253	100%	102	100%	355	100%	

The main reasons that Civil Servants leave the organisation are employment agreements coming to an end (31%) and resignations (41%).

A higher proportion of non-Caymanian leavers left the Service in 2025 as a result of resignations (53%) than those who reached the end of their contract (23%). Resignations and employment agreements ending also form the majority of reasons why Caymanians left employment (36%) and (34%) respectively. In 2025, 19% of non-Caymanian leavers did so as a result of their employment not being renewed, whilst 22% of Caymanians left the Service due to retirement (all types).

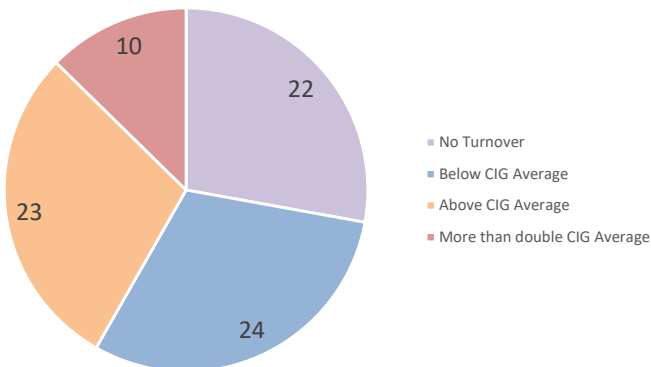
A significant percentage of Caymanian leavers had less than one year's service (32%) with other Caymanian leavers represented more evenly across the length-of-service categories. The majority of non-Caymanians leavers had less than four years of service (68%), rising to 85% who left before reaching the ten-year mark. The cumulative figures show that 36% of all leavers from the Cayman Islands Government have less than two years of service.

Note: Turnover rates exclude student interns that are appointed during the summer and Christmas periods on short-term contracts.

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Total	% Turnover ^{*1}
Agriculture Department	11	0	11	13.5%
Business Development Center			0	0.0%
Cabinet Office	2	1	3	9.9%
Cayman Islands Cadet Corps			0	0.0%
Cayman Islands Coast Guard	2	0	2	4.9%
Cayman Islands Intellectual Property Office	0	1	1	25.0%
Cayman Islands National Archive	2	0	2	17.0%
Central Procurement Office			0	0.0%
CI Government Office - UK			0	0.0%
Commissions Secretariat	0	1	1	9.3%
Computer Services Department	1	2	3	3.8%
Core Ministry CEI			0	0.0%
Core Ministry DAHA			0	0.0%
Core Ministry EDU	7	0	7	8.4%
Core Ministry FED			0	0.0%
Core Ministry FSC	2	4	6	11.2%
Core Ministry HES	2	2	4	8.4%
Core Ministry PLAHI			0	0.0%
Core Ministry SDI	1	0	1	4.4%
Core Ministry TTD	2	0	2	14.3%
Core Ministry YSCH			0	0.0%
Core PoCS	4	2	6	11.7%
Customs and Border Control	14	0	14	5.5%
Cyber Security Unit			0	0.0%
Department for International Tax Cooperation	2	0	2	9.3%
Department of Children & Family Services	8	2	10	6.3%
Department of Commerce & Investment	4	1	5	17.9%
Department of Communications	5	1	6	17.6%
Department of Community Rehabilitation	1	2	3	8.0%
Department of Counselling Services	2	2	4	8.4%
Department of Education Services	28	37	65	6.5%
Department of Environment	2	0	2	4.3%
Department of Environmental Health	5	3	8	4.4%
Department of Financial Assistance	3	0	3	6.4%
Department of Labour & Pension			0	0.0%
Department of Planning	2	0	2	3.4%
Department of Public Safety Communications	2	0	2	7.1%
Department of Sports	1	1	2	8.2%
Department of Transport	2	0	2	19.0%
Department of Vehicle and Drivers Licensing	6	0	6	11.2%
District Administration	42	1	43	26.0%
Economics & Statistics Office	0	1	1	4.7%
E-Government Unit	3	0	3	13.5%
Elections Office	1	0	1	30.8%
Facilities Management			0	0.0%
Fire Department	8	2	10	6.0%
General Registry	0	2	2	3.7%
H E The Governor	0	1	1	20.0%
Hazard Management Department			0	0.0%
Health Regulatory Services			0	0.0%
Internal Audit Services	1	0	1	7.5%
Judicial Department	11	2	13	14.4%
Lands & Survey Department	1	2	3	4.0%
Mosquito Research and Control Unit	2	1	3	6.1%
National Weather Service			0	0.0%
Office of Education Standards			0	0.0%
Office of the Auditor General	0	2	2	7.7%
Office of the Deputy Governor	2	0	2	11.4%
Office of the Director of Public Prosecutions	1	2	3	9.4%
Office of the Ombudsman	2	0	2	12.9%
Office of the Premier	2	0	2	80.0%
Passport Office			0	0.0%
Poinciana Rehabilitation Centre	2	0	2	4.0%
Police Service	17	13	30	6.2%
Portfolio of Legal Affairs	4	2	6	8.9%
Postal Department	4	0	4	5.3%
Prison Service	1	2	3	1.7%
Protocol Office			0	0.0%
Public Lands Inspectorate			0	0.0%
Public Library Service	2	0	2	10.7%
Public Works Department	6	2	8	6.1%
Radio Cayman	3	0	3	14.0%
Sister Island Sports			0	0.0%
Sunrise Adult Training Centre	4	2	6	24.0%
Tourism Department	2	0	2	4.2%
Treasury Department	1	0	1	2.2%
Vehicle & Equipment Services			0	0.0%
Workforce Opportunities Residency Cayman	4	1	5	3.9%
Youth Services Unit			0	0.0%
Combined Core Ministries Not existing by Year-End	4	2		
Total	253	102	355	7.2%
%	71.3%	28.7%	*1 Turnover rates calculated based on the average number of employees at quarter end during 2025 (or Q3 & Q4 data for Departments established post Election)	
Turnover Rate by Caymanian/Non-Caymanian	7.4%	6.8%		

Number of Departments by Level of Turnover



The turnover in each department contributes to the overall turnover rate for the Civil Service, and the table on page 19 shows the turnover rate for each Department.

Those departments experiencing more than double the average turnover rate within the Civil Service are identified in red text (on page 19).

During 2025, 22 of the 79 Departments, identified in blue text (on page 19), did not have any staff turnover.

It should be noted that several departments showing a high percentage of turnover are departments with very small staff numbers. District Administration employ a cohort of school leavers each year, on a fixed term contract, which contributes to their turnover rate.

Leavers by Specialist Teams - Uniform and Teaching Staff

Uniform Services

Uniform Department	Total Uniformed Leavers	Avg No. of Uniformed Staff	% Turnover*
Cayman Islands Coast Guard	2	41	4.9%
Customs and Border Control	10	253	4.0%
Fire Department	9	166	5.4%
Police Service	16	480	3.3%
Prison Service	3	178	1.7%
Total	40	1118	3.6%

The turnover rate for the combined Uniform Departments was 3.6%, half that experienced by the wider Civil Service.

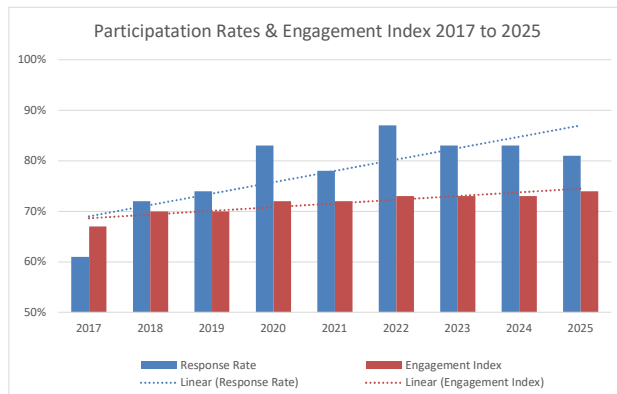
The specialisms within uniform roles together with the difficulty of finding comparable employment within the private sector in Cayman may contribute to this low turnover rate.

Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover*
Teachers	27	514	5.3%
Teachers - Excluding Supply	20	506	4.0%

The turnover rate for Teaching Staff was 4.0%, below that of the Government average of 7.2% (when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/absences, and often employed multiple times throughout the school year).

The Annual Employee Engagement Survey acts as a barometer to indicate the health of the Civil Service, in terms of the employee/employer relationship, in a number of critical areas. The survey was first introduced in 2017, and consequently 2025 represents the ninth survey conducted. The survey is conducted on behalf of the Civil Service by an external company to ensure it is independent, confidential to participants and can be benchmarked internationally. The survey provides an opportunity for all Civil Servants to have input on, and provide feedback about, a range of areas that impact their everyday working lives.



	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of Employees Completing Survey	2278	2811	2976	3428	3329	3717	3756	3969	3961
Response Rate	61%	72%	74%	83%	78%	87%	83%	85%	81%
Engagement Index	67%	70%	70%	72%	72%	73%	73%	73%	74%

As indicated by the trend lines on the adjacent graph, both the participation rates and the employee index, which is the key performance indicator for staff engagement, have seen an increase over time.

Whilst participation rates have risen substantially from the 61% recorded in 2017, the percentage remains, for the third year running, below that of the 87% achieved in 2022. The engagement index which had been sustained at 73% over the last 3 years, saw a one point increase in 2025, to the highest recorded (at 74%).

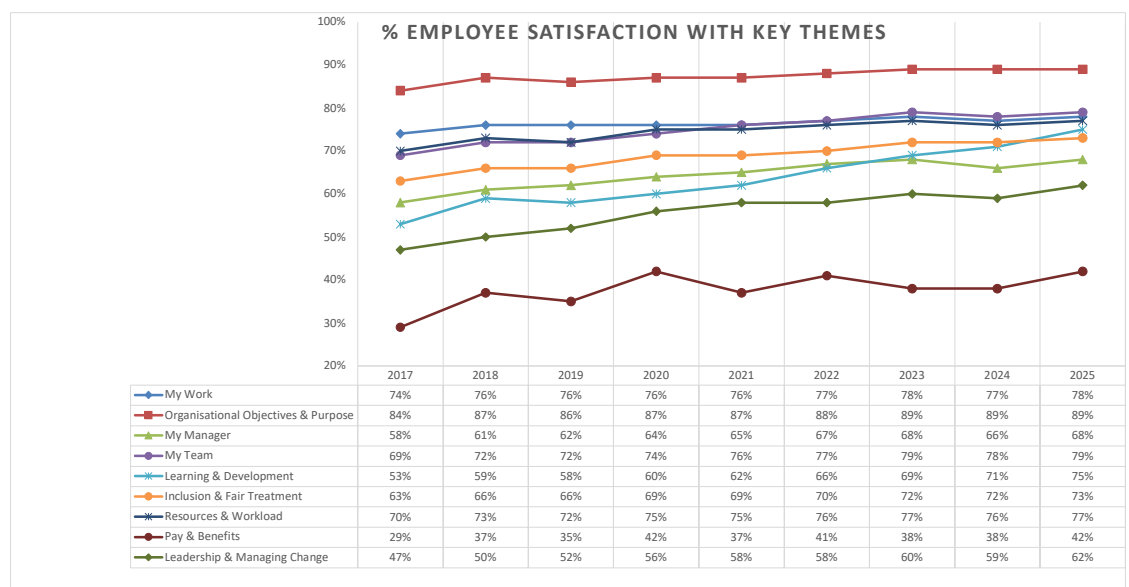
2025 Employee Engagement Survey Results

The headline results from the 2025 survey for the Civil Service is that it shows an increased level of employee engagement across eight of the nine main themes measured when compared to the 2024 survey results.

In 2025; -
 -> the highest increase, over the prior year, was in Pay and Benefits, which increased by 4%.
 -> satisfaction in the areas of Leadership and Managing Change, My Manager and My Team, all saw increases of 2% when compared to 2024.
 -> 1 of the 9 major areas, organisational objectives and purpose remained at a very positive 89% satisfaction level.

2025 again saw themes associated with Leadership and Change being top drivers impacting the engagement of Civil Servants, with 4 of the top 5 drivers relating to this area. The fifth top driver related to the organisation's commitment to creating a diverse and inclusive workplace.

A more detailed breakdown of how the satisfaction rates of Civil Servants, within the various employment themes have changed over time, is shown in the adjacent graph. All areas show improvement since the launch of the survey in 2017, a key performance indicator of the impact of the Civil Service's Strategic Plan measuring our journey to World Class.



EMPLOYEE INFORMATION - SUMMARY [December 2025]

ALL Employees [Headcount]

	Jun-16 ^{*1}	Dec-17 ^{*2}	Dec-18 ^{*3}	Dec-19 ^{*4}	Dec-20 ^{*5}	Dec-21 ^{*6}	Dec-22 ^{*7}	Dec-23 ^{*8}	Dec-24 ^{*9}	Dec-25 ^{*10}
SAG/GOC	2373	2455	2511	2584	2611	2779	2805	2951	3202	3314
CIG	3600	3778	3918	4084	4208	4397	4470	4657	4813	4988
Public Service	5973	6233	6429	6668	6819	7176	7275	7608	8015	8302

Caymanian Employees [Headcount]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
SAG/GOC	1813 (76.4%)	1849 (75.3%)	1883 (75.0%)	1941 (75.1%)	1929 (73.9%)	2049 (73.6%)	2023 (72.1%)	2021 (68.5%)	2202 (68.8%)	2415 (72.9%)
CIG	2673 (74.3%)	2743 (72.6%)	2822 (72.0%)	2896 (70.9%)	2981 (70.8%)	3156 (71.8%)	3174 (71.0%)	3203 (68.8%)	3337 (69.3%)	3457 (69.3%)
Public Service	4486 (75.1%)	4592 (73.7%)	4705 (73.2%)	4837 (72.5%)	4910 (72.0%)	5205 (72.5%)	5197 (71.4%)	5224 (68.7%)	5539 (69.1%)	5872 (70.7%)

Salary Grades by Nationality [CIG Dec-25]

	A-B	C-G	H-K	L-O	P-R
Caymanian	4 (100%)	183 (72.3%)	1061 (56%)	1702 (74.8%)	508 (90.7%)
Non-Caymanian	0 (0%)	70 (27.7%)	835 (44%)	573 (25.2%)	52 (9.3%)
CIG Total	4	253	1896	2275	560

Gender [CIG]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
Female	1950 (54.2%)	2078 (55.0%)	2138 (54.6%)	2236 (54.8%)	2321 (55.2%)	2447 (55.7%)	2492 (55.7%)	2614 (56.2%)	2703 (56.2%)	2782 (55.8%)
Male	1650 (45.8%)	1700 (45.0%)	1780 (45.4%)	1848 (45.2%)	1887 (44.8%)	1950 (44.3%)	1978 (44.3%)	2038 (43.8%)	2110 (43.8%)	2206 (44.2%)
CIG Total	3600	3778	3918	4084	4208	4397	4470	4657	4813	4988

Salary Grades by Gender [CIG Dec-25]

	A-B	C-G	H-K	L-O	P-R
Female	0 (0%)	122 (48.2%)	1226 (64.7%)	1181 (51.9%)	253 (45.2%)
Male	4 (100%)	131 (51.8%)	670 (35.3%)	1094 (48.1%)	307 (54.8%)
CIG Total	4	253	1896	2275	560

Age [CIG]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
Average Age	43	43	43	43	44	44	44	43	44	44

Average Salary/Wages [CIG]

[Full-Time Equivalent]	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
Annual Salary	\$45,729	\$46,575	\$49,653	\$50,193	\$53,129	\$53,443	\$56,857	\$58,215	\$59,161	\$63,361
Monthly Salary	\$3,811	\$3,881	\$4,138	\$4,183	\$4,427	\$4,454	\$4,738	\$4,851	\$4,930	\$5,280
Annual Variance	\$2,497	\$846	\$3,078	\$540	\$2,936	\$314	\$3,414	\$1,358	\$946	\$4,200

Notes on Student Interns Excluded:

*1 - Excludes 52 student interns

*2 - Excludes 7 student interns

*3 - Excludes 18 student interns

*4 - Excludes 18 student interns

*5 - Excludes 58 student interns

*6 - Excludes 51 student interns

*7 - Excludes 14 student interns

*8 - Excludes 8 student interns

*9 - Excludes 21 student interns

*10 - Excludes 16 student interns

Glossary

Public Service	The Civil Service and employees of Statutory Authorities, Government Owned Companies and the Parliament Management Commission. For clarification, this report excludes: (i) Employees from SAGCs that are working overseas contracted to terms and conditions of the resident country. (ii) Civil Service identified for exclusion as outlined below.
Civil Servant	A person employed by the government, but does not include a Member of the Legislative Assembly other than an Official Member, and is a public officer for the purposes of the Constitution. For clarification, this report excludes: (i) The Chief Justice, Judges, Magistrates, Her Excellency the Governor; (ii) FCO staff within the Governor's Office and staff working overseas contracted under terms & conditions of the resident country (Department of Tourism and European Mission). (iii) Student Interns (classified under the designation "Office Support Assistant") who are appointed on short-term contracts (under 4 months) during school/university non-term periods. Data on Student Interns excluded under this category: Jun 2016 - 52 Jun 2017 - 41 Dec 2017 - 7 Dec 2018 - 18 Dec 2019 - 18 Dec 2020 - 58 Dec 2021 - 51 Dec 2022 - 14 Dec 2023 - 8 Dec 2024 - 21 Dec 2025 - 16 (iv) PWD Apprentices (classified under the designation "Facilities Support Technician III") who are appointed on short-term contracts as part of the PWD commitment to developing Caymanians to enter the local construction industry. (v) Members of the Cayman Islands Regiment.
Employee Type	Describes the terms and conditions that an employee is retained on. Under the Public Service Management Act (2018 Revision) and Personnel Regulations (2022 Revision), employees can be employed either as Salaried Staff who are paid monthly or Wage Workers defined as "a staff member whose remuneration is calculated at an hourly rate".
Number of Employees or Headcount	The number of individuals. Where an employee holds two distinct jobs they are included in the totals twice, as they may be working in two different departments and should appear in both sub totals.
Department	The information presented at department level relates to the various cost centres that constitute a department. Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centres that fall under the Ministry/Portfolio administration.
Pay Grade	Describes the remuneration band an employee is assigned to. Staff are paid on grades A to R, where A is the highest grade and R the lowest. Where a high-ranking position lies outside the regular grading structure, the positions have been categorised under grade A for ease of classification.
Nationality	Describes whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.