



Employee Information and Human Resources Activity for
the Civil Service 1st January to 31st December 2024
Published by: Portfolio of the Civil Service
March 2026

ANNUAL HR REPORT 2024
Employee Information and Human Resources Activity for the Civil Service
As at December 2024

Contents:

FOREWORD BY THE CHIEF OFFICER, PORTFOLIO OF THE CIVIL SERVICE

REPORT DESCRIPTION 1

1. DEMOGRAPHICS OF THE PUBLIC SERVICE (31ST DECEMBER 2024)

- SIZE OF THE PUBLIC SERVICE BY STATUTORY AUTHORITY/GOVERNMENT OWNED COMPANY ... 2
- NUMBER AND PERCENTAGE OF CAYMANIAN EMPLOYEES BY STATUTORY AUTHORITY/
GOVERNMENT OWNED COMPANY..... 3

2. DEMOGRAPHICS OF THE CIVIL SERVICE (31ST DECEMBER 2024)

- SIZE OF THE CIVIL SERVICE AND PERCENTAGE CAYMANIAN EMPLOYEES FROM JANUARY 2001
TO DECEMBER 2024 4
- SIZE OF THE CIVIL SERVICE AND PERCENTAGE BY GENDER FROM JANUARY 2003 TO
DECEMBER 2024 5
- CHANGE IN SIZE OF THE CIVIL SERVICE DURING 2024 BY DEPARTMENT 6
- THE CIVIL SERVICE BY NATIONALITY 7
- DEPARTMENT BREAKDOWN AND LEVEL OF CAYMANIANISATION 8
- THE CIVIL SERVICE BY NATIONALITY AND AGE RANGE 9
- THE CIVIL SERVICE BY DEPARTMENT AND AGE RANGE..... 10
- THE CIVIL SERVICE BY GENDER AND SALARY GRADE 11
- THE CIVIL SERVICE BY NATIONALITY AND SALARY GRADE 12
- THE CIVIL SERVICE BY EMPLOYMENT TYPE 13
- WORKING ARRANGEMENTS WITHIN THE CIVIL SERVICE, INCLUDING EMPLOYMENT
AGREEMENT TYPE BY NATIONALITY AND SHIFT-WORKING 14

3. HR ACTIVITY FOR THE CIVIL SERVICE (FOR 2024)

REMUNERATION & REWARD

- CIVIL SERVICE REMUNERATION LEVELS AND ACTIVITY DURING 2024 15

RECRUITMENT

- APPOINTMENTS ON/OFF ISLAND AND BY EMPLOYMENT ARRANGEMENT..... 16
- APPOINTMENTS BY GRADE AND NATIONALITY 17

RETENTION

- TURNOVER RATES AND LEAVERS BY REASON, NATIONALITY AND LENGTH OF SERVICE 18
- LEAVERS BY DEPARTMENT AND NATIONALITY 19
- LEAVERS BY SPECIALIST TEAMS (TEACHERS AND UNIFORM OFFICERS) 20

ENGAGEMENT

- ANNUAL EMPLOYEE ENGAGEMENT MEASURES 21

FULL YEAR SUMMARY 22

GLOSSARY 23



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

Message from the Chief Officer

Portfolio of the Civil Service

This year marked another period of steady progress and resilience for the Cayman Islands Civil Service. As at 31 December 2024, the Civil Service employed 4,813 staff, reflecting year-on-year growth of 156 employees (3.3%). This growth aligns with deliberate workforce planning to strengthen delivery where there is the greatest demand, namely in education, public safety, environmental health, digital government and rehabilitation services.

This expansion occurred within the context of growth across the wider Public Service, which includes Statutory Authorities, Government-Owned Companies and the Parliament Management Commission. At the end of 2024, the Public Service comprised 8,015 employees, up from 7,625 in 2023, an increase of 390 employees overall. Of this growth, 234 were within Statutory Authorities and Government-Owned Companies.

A defining strength of the Civil Service continues to be its strong Caymanian foundation. In 2024, 69.3% of civil servants were Caymanian, and Caymanians held 84% of Chief Officer roles and 83% of Heads of Department positions. Importantly, 80% of promotions during the year were awarded to Caymanians, reinforcing the effectiveness of Caymanian talent pathways across government. These outcomes remain particularly significant when viewed against national labour market data, which shows Caymanians comprise approximately 43% of the working-age population and 38% of the labour force, highlighting the Civil Service's role as a key driver of meaningful employment and career development for Caymanians.

The Service also continues to advance inclusion and opportunity. Women represented 56% of the Civil Service in 2024 and received 58% of promotions, reflecting sustained progress in gender representation across many occupational groups and grades. While continued focus is required at the most senior executive levels, the overall trajectory remains positive and purposeful.

Engagement and retention indicators further demonstrate organisational stability. The Employee Engagement Survey response rate increased to 85%, with the Engagement Index sustained at 73% for a third consecutive year. Learning and Development reached its highest reported level, while leadership and change management remained key drivers of engagement. The turnover rate declined to 7.5%, returning to levels consistent with the pre-pandemic period and remaining lower in critical uniformed and teaching professions.

Modernisation of employment practices also reached a significant milestone. By year end, 99.9% of employees were on salaried terms, completing the transition away from wage-worker arrangements and supporting greater fairness, transparency and efficiency. Average salaries increased to \$59,161, marking the tenth consecutive year of growth, alongside continued investment in benefits, pensions and workforce wellbeing.

The evidence from 2024 is clear: the Civil Service is growing responsibly, strengthening Caymanian leadership, sustaining engagement, and continuing to modernise how we support and develop our people. I extend my sincere thanks to every civil servant. Together, we will continue to build a capable, inclusive and future-ready Civil Service that delivers excellence today and for generations to come.

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 2024, compared to previous reporting periods.

Section two (pages 4–14) provides information on the demographics of the core Civil Service as of 31st December 2024, 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 for current year 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 2024)

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

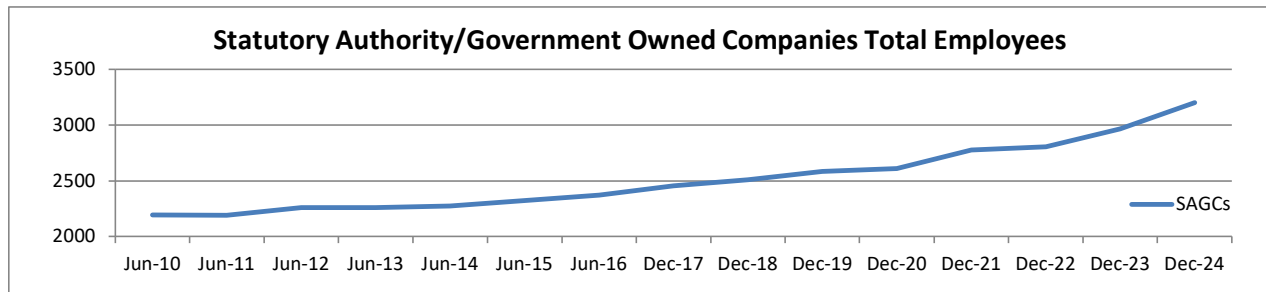
Statutory Authority/Government Owned Company	Number of Employees Dec 2024 ^{*1}	Number of Employees Dec 2023 ^{*1}	Total Variation	% Change
Auditors Oversight Authority	1	1	0	-
Cayman Airways Ltd	409	339	70	20.6%
Cayman Islands Airports Authority	223	213	10	4.7%
Civil Aviation Authority	23	22	1	4.5%
Cayman Islands Development Bank	16	16	0	-
Cayman Islands Monetary Authority	319	274	45	16.4%
Cayman Islands National Insurance Company	54	52	2	3.8%
Cayman Islands National Museum	5	4	1	25.0%
Port Authority of the Cayman Islands	182	174	8	4.6%
Cayman Islands Stock Exchange	6	7	-1	-14.3%
Cayman National Cultural Foundation	8	8	0	-
Cayman Turtle Conservation & Education Centre	106	103	3	2.9%
Children and Youth Services Foundation	48	43	5	11.6%
Health Services Authority	1271	1198	73	6.1%
Maritime Authority of the Cayman Islands	23	22	1	4.5%
National Drug Council	5	6	-1	-16.7%
National Gallery of the Cayman Islands	13	11	2	18.2%
National Housing Development Trust	12	10	2	20.0%
National Roads Authority ^{*2}	129	120	9	7.5%
Parliament Management Commission (PMC)	22	24	-2	-8.3%
Public Service Pensions Board	30	26	4	15.4%
Cayman Islands National Attractions Authority	34	37	-3	-8.1%
University College of the Cayman Islands	83	81	2	2.5%
Utility Regulation and Competition Office (OfReg)	25	26	-1	-3.8%
Water Authority of the Cayman Islands	155	151	4	2.6%
Total for SAGC	3202	2968	234	7.9%

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

^{*2} Updated information for NRA for Dec-23 (since 2023 Report Produced)

	Dec 2024	Dec 2023	Total Variation	% Change
Total for Core Government	4813	4657	156	3.3%
Total for the Public Service	8015	7625	390	5.1%

% 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 2024, the number of employees in the Public Service was **8,015**. **This was an increase of 390 employees, or 5.1%, over the prior financial reporting period.**

There has been a **steady growth in the number of employees within SAGCs** over the past decade, reporting 3,202 employees in December 2024. The SAGCs ranged in size from the Auditors Oversight Authority who employed 1 staff member as of 31st December 2024, to the Health Service Authority who employed some 1,271 staff members. The size of the combined SAGCs remains below that outlined in the 2024-25 Ownership Agreement of 3,213 FTE approved for the 2024 budget year.

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 2024)

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

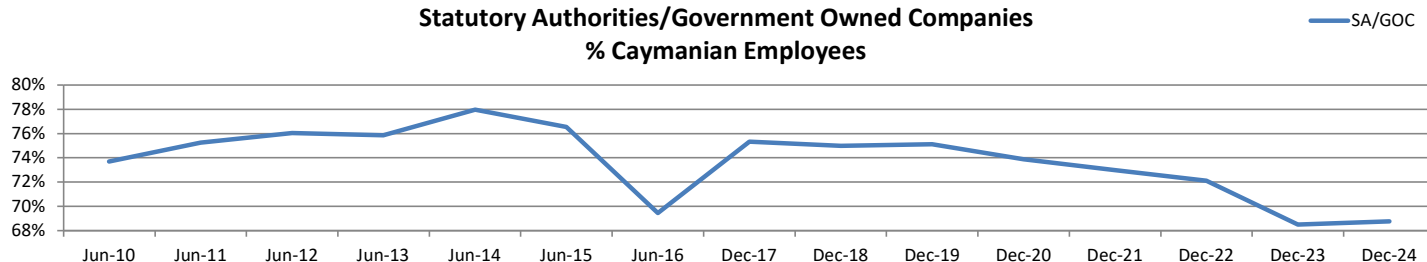
Statutory Authority/Government Owned Company	Employees - Dec 2024 ^{*1}				Employees - Dec 2023 ^{*1}				Variation	% Change
	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian		
Auditors Oversight Authority	1	0	100.0%	0.0%	1	0	100.0%	0.0%	0	0.0%
Cayman Airways Ltd	249	160	60.9%	39.1%	196	143	57.8%	42.2%	53	3.1%
Cayman Islands Airports Authority	208	15	93.3%	6.7%	199	14	93.4%	6.6%	9	-0.2%
Civil Aviation Authority	19	4	82.6%	17.4%	18	4	81.8%	18.2%	1	0.8%
Cayman Islands Development Bank	15	1	93.8%	6.3%	15	1	93.8%	6.3%	0	0.0%
Cayman Islands Monetary Authority	236	83	74.0%	26.0%	203	71	74.1%	25.9%	33	-0.1%
Cayman Islands National Insurance Company	52	2	96.3%	3.7%	48	4	92.3%	7.7%	4	4.0%
Cayman Islands National Museum	4	1	80.0%	20.0%	4	0	100.0%	0.0%	0	-20.0%
Port Authority of the Cayman Islands	181	1	99.5%	0.5%	173	1	99.4%	0.6%	8	0.0%
Cayman Islands Stock Exchange	5	1	83.3%	16.7%	5	2	71.4%	28.6%	0	11.9%
Cayman National Cultural Foundation	8	0	100.0%	0.0%	8	0	100.0%	0.0%	0	0.0%
Cayman Turtle Conservation & Education Centre	106	0	100.0%	0.0%	96	7	93.2%	6.8%	10	6.8%
Children and Youth Services Foundation	19	29	39.6%	60.4%	18	25	41.9%	58.1%	1	-2.3%
Health Services Authority	656	615	51.6%	48.4%	630	568	52.6%	47.4%	26	-1.0%
Maritime Authority of the Cayman Islands	21	2	91.3%	8.7%	20	2	90.9%	9.1%	1	0.4%
National Drug Council	5	0	100.0%	0.0%	6	0	100.0%	0.0%	-1	0.0%
National Gallery of the Cayman Islands	11	2	84.6%	15.4%	9	2	81.8%	18.2%	2	2.8%
National Housing Development Trust	12	0	100.0%	0.0%	10	0	100.0%	0.0%	2	0.0%
National Roads Authority*2	127	2	98.4%	1.6%	118	2	98.3%	1.7%	9	0.1%
Parliament Management Commission (PMC)	20	2	90.9%	9.1%	22	2	91.7%	8.3%	-2	-0.8%
Public Service Pensions Board	28	2	93.3%	6.7%	25	1	96.2%	3.8%	3	-2.8%
Cayman Islands National Attractions Authority	20	14	58.8%	41.2%	23	14	62.2%	37.8%	-3	-3.3%
University College of the Cayman Islands	43	40	51.8%	48.2%	37	44	45.7%	54.3%	6	6.1%
Utility Regulation and Competition Office (OfReg)	16	9	64.0%	36.0%	19	7	73.1%	26.9%	-3	-9.1%
Water Authority of the Cayman Islands	140	15	90.3%	9.7%	134	17	88.7%	11.3%	6	1.6%
Total for SAGCs	2202	1000	68.8%	31.2%	2037	931	68.6%	31.4%	165	0.1%

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

*2 Updated information for NRA for Dec-23 (since 2023 Report Produced)

	Dec 2024				Dec 2023			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Core Government	3337	1476	69.3%	30.7%	3203	1454	68.8%	31.2%
Public Service	5539	2476	69.1%	30.9%	5240	2384	68.7%	31.3%

Statutory Authorities/Government Owned Companies % Caymanian Employees



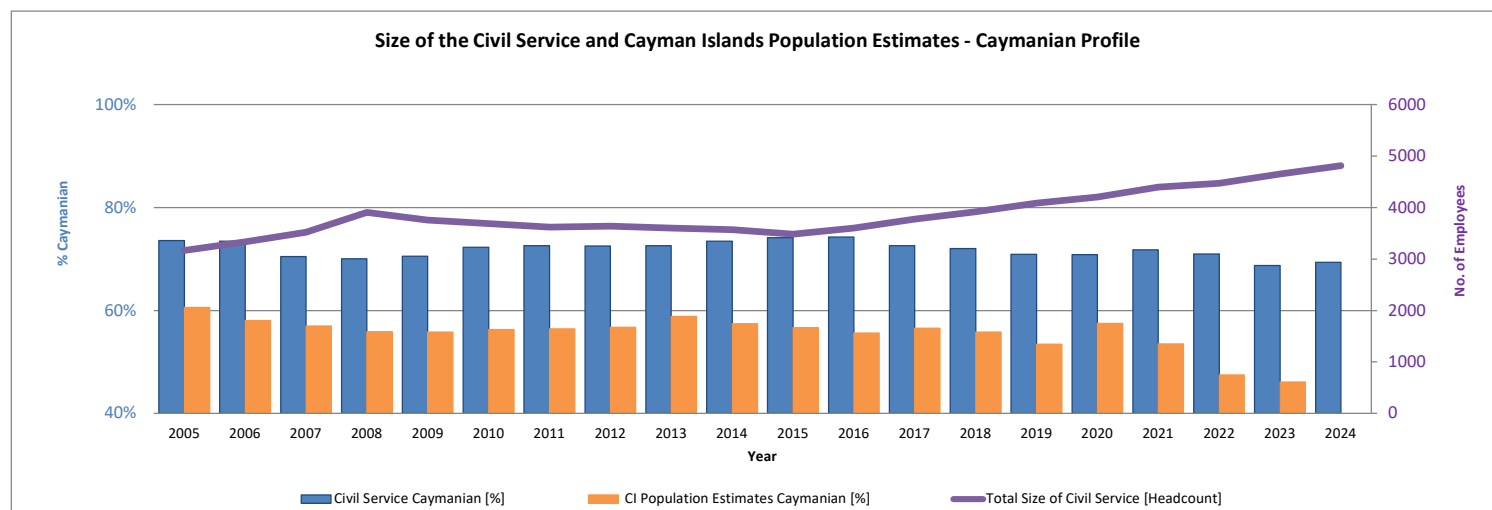
The Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies, the Parliament Management Commission and the Civil Service. At the end of 2024, the number of Caymanians employed within the Public Service was 5,539 which represents 69% of the Public Service.

Representation of Caymanians within Statutory Authorities and Government Owned Companies which had seen decreases over the preceding few years, stabilised in 2024 at 68.8% as at the 31st December 2024 (December 2023: 68.6%). 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 Children and Youth Services Foundation has the lowest proportion of Caymanian employees (39.6%), while 5 organisations had a completely Caymanian workforce as at the 31st December 2024 (December 2023: 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 2023: 17).

Demographics of the Civil Service (31st December 2024)

Size of the Civil Service and Percentage Caymanian Employees from January 2005 to December 2024



Date	Jan-05	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
Caymanian	2332	2449	2481	2735	2651	2666	2628	2640	2614	2624	2583	2673	2743	2822	2896	2981	3156	3174	3203	3337
Non-Caymanian	837	883	1039	1169	1105	1021	991	999	987	947	901	927	1035	1096	1188	1227	1241	1296	1454	1476
Total	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	4470	4657	4813
% Caymanian	73.6%	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%
% Non-Caymanian	26.4%	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%

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 from January 2005 until December 2024 (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 nine years there has been a reversal of this trend. During 2024, the Civil Service increased in size by 156 or 3.3%. A more detailed breakdown of the departments contributing to this change is provided on page 6.

The percentage of Caymanian employees within the Service dipped below 70% in 2023 and 2024 (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 nine years.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2023) are shown in orange providing a comparison against which the Service can be bench-marked. It shows that since 2005, 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%	3337	31%	1476
Average Annual Salary	£	57,708	£	62,444
Chief Officers (Including Acting)	84%	16	16%	3
Heads of Department (Including COs & Actine)	83%	64	17%	13
2024 Promotions ^{*1}	80%	266	20%	66

As of the 31st December 2024, Caymanians represented 84% of Chief Officers and 83% of Heads of Departments, higher than the representation of Caymanians within the Civil Service as a whole.

During 2024, 80% of promotions within the Service were to Caymanians, above the representation of Caymanians across the Service (69.3%).

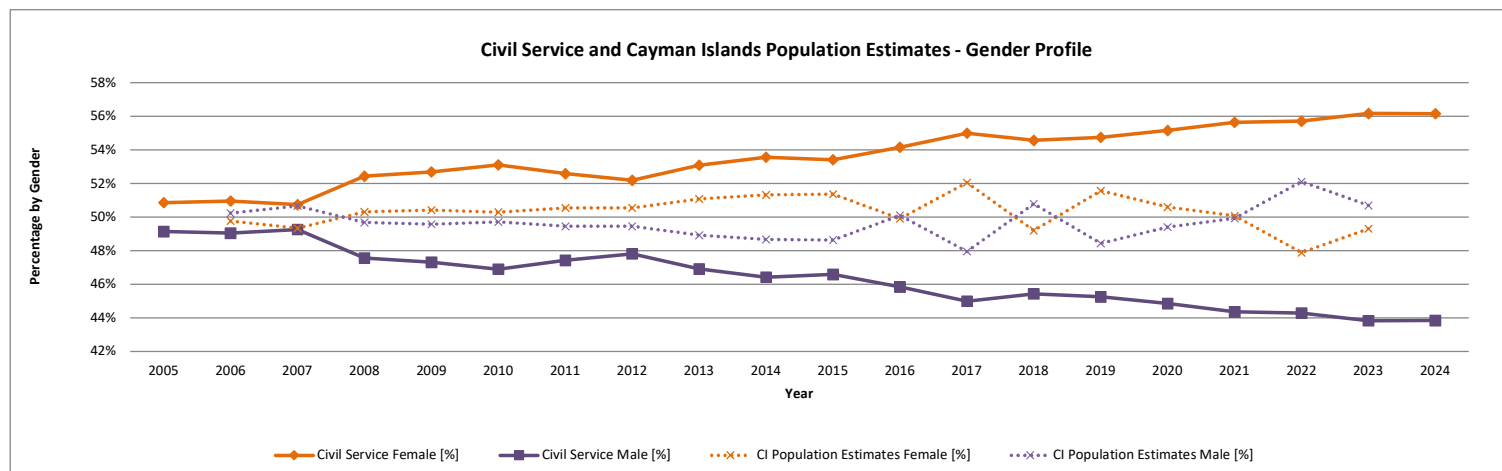
The average annual salary for Caymanians is \$57,708 which is \$4,736 less than their non-Caymanian colleagues. Information on page 12 shows the proportion of Caymanians versus non-Caymanians across the different grade bands, which provides insight into this variance.

^{*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 2024)

Size of the Civil Service and Percentage by Gender from January 2005 to December 2024



Date	Jan-05	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
Female	1612	1698	1786	2047	1979	1958	1903	1899	1912	1913	1861	1950	2078	2138	2236	2321	2447	2452	2616	2703
Male	1557	1634	1734	1857	1777	1729	1716	1740	1689	1658	1623	1650	1700	1780	1848	1887	1950	1949	2041	2110
Total	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	4401	4657	4813
% Female	50.9%	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%
% Male	49.1%	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%

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 2005 until December 2024.

Since 2005, 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 2005 to its present level of 56%. This represents a growth of 1,091 women from the 1,612 employed in 2005.

There has still been significant growth in the number of male employees in the same period (553), but this represents a lower rate than their female colleagues. The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2023) are shown as dotted lines, giving a comparison against which gender parity can be bench-marked.

	Female		Male	
Total Civil Servants	56%	2703	44%	2110
Average Annual Salary	\$	60,303	\$	57,696
Chief Officers (Including Acting)	47%	9	53%	10
Heads of Department (Including COs & Acting)	45%	35	55%	42
2024 Promotions ^{*1}	58%	193	42%	139

In 2024, women represented 47% of Chief Officers and 45% of Heads of Departments, both of which was below their representation in the Civil Service as a whole.

At the most senior levels of Government women represented half or more of the employees in grades C and E only, a change from the prior reporting year, whilst grade H remained the highest grade at which the representation of women (64%) exceeds the average for the Service as a whole (56%).

The average annual salary for women is \$2,607 higher than their male colleagues. 58% of promotions in 2024 were received by women, above the representation of women in the Service (56%).

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

^{*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 2024)

Change in Size of the Civil Service during 2024 by Department

Department	31-Dec-24	31-Dec-23	Variance	%	Department	31-Dec-24	31-Dec-23	Variance	%
Agriculture Department	75	69	6	8.7%	Department of Vehicle and Drivers Licensing	49	49	0	0.0%
Cabinet Office	33	34	-1	-2.9%	District Administration	171	164	7	4.3%
Cayman Islands Cadet Corps	5	4	1	25.0%	Economics & Statistics Office	22	21	1	4.8%
Cayman Islands Coast Guard	42	34	8	23.5%	E-Government Unit	22	15	7	46.7%
Cayman Islands Intellectual Property Office	5	4	1	25.0%	Elections Office	4	3	1	33.3%
Cayman Islands National Archive	12	11	1	9.1%	Facilities Management	17	14	3	21.4%
Central Procurement Office	5	5	0	0.0%	Fire Department	162	172	-10	-5.8%
CI Government Office - Overseas ^{*1}		2	-2	-100.0%	General Registry	51	53	-2	-3.8%
CI Government Office - UK	1	1	0	0.0%	H E The Governor	5	5	0	0.0%
Commissions Secretariat	12	10	2	20.0%	Hazard Management Department	6	10	-4	-40.0%
Computer Services Department	71	65	6	9.2%	Health Regulatory Services	18	18	0	0.0%
Core Ministry BCL	23	23	0	0.0%	Internal Audit Services	13	10	3	30.0%
Core Ministry DAL	29	25	4	16.0%	Invest Cayman	8	8	0	0.0%
Core Ministry EDU	85	80	5	6.3%	Judicial Department	96	98	-2	-2.0%
Core Ministry FED	19	18	1	5.6%	Lands & Survey Department	72	72	0	0.0%
Core Ministry FSC	47	45	2	4.4%	Marketing & Communications Unit	1	1	0	0.0%
Core Ministry H&W	30	22	8	36.4%	Mosquito Research and Control Unit	48	38	10	26.3%
Core Ministry HA	11	13	-2	-15.4%	National Weather Service	17	18	-1	-5.6%
Core Ministry IISD	25	23	2	8.7%	Office of Education Standards	4	4	0	0.0%
Core Ministry PAHI	28	29	-1	-3.4%	Office of the Auditor General	29	27	2	7.4%
Core Ministry SCR	16	14	2	14.3%	Office of the Deputy Governor	15	15	0	0.0%
Core Ministry T&T	15	15	0	0.0%	Office of the Director of Public Prosecutions	31	32	-1	-3.1%
Core Ministry YSCH	19	17	2	11.8%	Office of the Ombudsman	13	13	0	0.0%
Core PoCS	49	50	-1	-2.0%	Passport Office	11	12	-1	-8.3%
Customs and Border Control	261	258	3	1.2%	Poinciana Rehabilitation Centre	43	0	43	100.0%
Cyber Security	8	7	1	14.3%	Police Service	484	487	-3	-0.6%
Department for International Tax Cooperation	17	18	-1	-5.6%	Portfolio of Legal Affairs	63	66	-3	-4.5%
Department of Children & Family Services	162	158	4	2.5%	Postal Department	73	72	1	1.4%
Department of Commerce & Investment	28	26	2	7.7%	Prison Service	177	172	5	2.9%
Department of Communications	36	31	5	16.1%	Public Library Service	20	23	-3	-13.0%
Department of Community Rehabilitation	39	40	-1	-2.5%	Public Works Department	133	131	2	1.5%
Department of Counselling Services	44	42	2	4.8%	Radio Cayman	21	20	1	5.0%
Department of Education Services	980	945	35	3.7%	Sister Island Sports	4	3	1	33.3%
Department of Environment	45	46	-1	-2.2%	Sunrise Centre	25	26	-1	-3.8%
Department of Environmental Health	162	157	5	3.2%	Tourism Department	44	46	-2	-4.3%
Department of Financial Assistance *2	47	48	-1	-2.1%	Treasury Department	44	46	-2	-4.3%
Department of Labour & Pension	24	23	1	4.3%	Vehicle & Equipment Services	34	33	1	3.0%
Department of Planning	57	53	4	7.5%	Workforce Opportunities Residency Cayman	124	129	-5	-3.9%
Department of Public Safety Communications	28	25	3	12.0%	Youth Services Unit	8	5	3	60.0%
Department of Sports	24	25	-1	-4.0%	Civil Service Total	4813	4657	156	3.3%
Department of Transport	12	11	1	9.1%					

^{*1} Not classified as a Department in 2024

^{*2} Formerly Needs Assistance Department

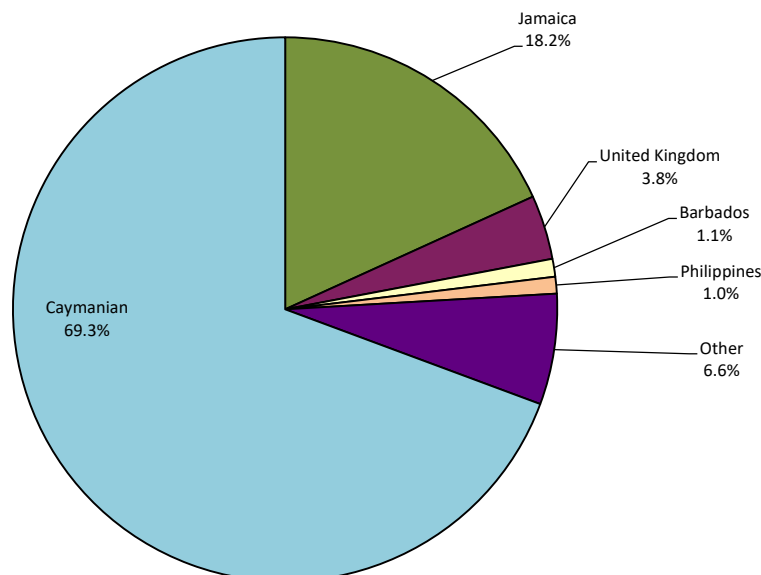
The table above shows the number of employees within each department in December 2023 and 2024. At the end of 2024 there were 79 departments across government. Most departments (56 of the 66 where there was a headcount change) experienced a small change in employee figures, either increases or decreases, during the year (of 5 employees or less).

Ten departments saw increases in staffing of more than 5 employees: Education (35), MRCU (10), the Core Ministry of H&W and the Cayman Islands Coast Guard (8 each), District Administration and the e-Government Unit (7 each) and the Computer Services Department and Agriculture Department (6 each). The Poinciana Rehabilitation Centre was established during the year with the appointment of 43 staff.

The Fire Department was the sole department that saw a decline in staff numbers of more than 5 employees (with a decrease of 10).

Demographics of the Civil Service (31st December 2024)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Cayman Islands	3337	69.3%
Jamaica	877	18.2%
United Kingdom	183	3.8%
Barbados	51	1.1%
Philippines	48	1.0%
Trinidad and Tobago	45	0.9%
Canada	44	0.9%
United States	30	0.6%
Guyana	29	0.6%
Kenya	24	0.5%
India	16	0.3%
Honduras	13	0.3%
South Africa	13	0.3%
Zimbabwe	11	0.2%
St. Vincent	10	0.2%
Belize	8	0.2%
Ireland	7	0.1%
Nigeria	6	0.1%
St. Lucia	6	0.1%
Australia	4	0.1%
Dominica	4	0.1%
Ghana	4	0.1%
Grenada	4	0.1%
Uganda	4	0.1%
Nicaragua	3	0.1%
Nepal	2	0.0%

Nationality	Number of Employees	% of the Civil Service
New Zealand	2	0.0%
Spain	2	0.0%
St. Kitts & Nevis	2	0.0%
Tanzania	2	0.0%
Venezuela	2	0.0%
Brazil	1	0.0%
Colombia	1	0.0%
Costa Rica	1	0.0%
Cuba	1	0.0%
Czech Republic	1	0.0%
Denmark	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%
Netherlands	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	4813	100.0%

As at 31st December 2024, the Civil Service was comprised of employees from 51 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 (representing 18.2% of the service) and British (representing 3.8% of the service). Civil Servants from Barbados and the Philippines constitute 1.1% and 1.0% of the service respectfully, while the other 46 nationalities represent less than 1% each and 6.6% 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 2024)

Department Breakdown and Level of Caymanianisation

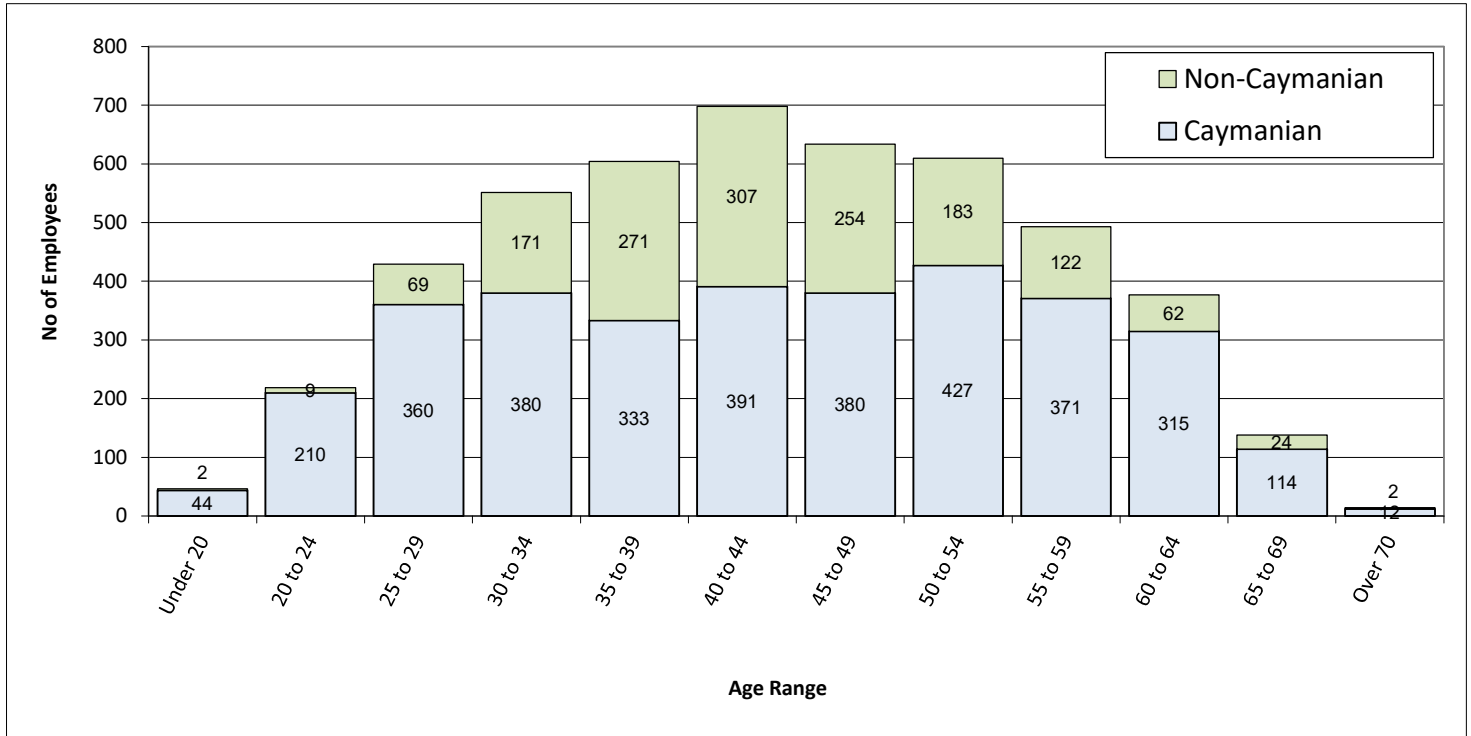
Department	Caymanian	Non-Caymanian	Total	% Caymanian	
Agriculture Department	50	25	75		66.7%
Cabinet Office	30	3	33		90.9%
Cayman Islands Cadet Corps	2	3	5		40.0%
Cayman Islands Coast Guard	40	2	42		95.2%
Cayman Islands Intellectual Property Office	3	2	5		60.0%
Cayman Islands National Archive	11	1	12		91.7%
Central Procurement Office	4	1	5		80.0%
CI Government Office - UK	1	0	1		100.0%
Commissions Secretariat	4	8	12		33.3%
Computer Services Department	43	28	71		60.6%
Core Ministry BCL	22	1	23		95.7%
Core Ministry DAL	23	6	29		79.3%
Core Ministry EDU	66	19	85		77.6%
Core Ministry FED	17	2	19		89.5%
Core Ministry FSC	30	17	47		63.8%
Core Ministry H&W	17	13	30		56.7%
Core Ministry HA	10	1	11		90.9%
Core Ministry IISD	23	2	25		92.0%
Core Ministry PAHI	20	8	28		71.4%
Core Ministry SCR	13	3	16		81.3%
Core Ministry T&T	14	1	15		93.3%
Core Ministry YSCH	19	0	19		100.0%
Core PoCS	35	14	49		71.4%
Customs and Border Control	257	4	261		98.5%
Cyber Security	6	2	8		75.0%
Department for International Tax Cooperation	11	6	17		64.7%
Department of Children & Family Services	87	75	162		53.7%
Department of Commerce & Investment	26	2	28		92.9%
Department of Communications	30	6	36		83.3%
Department of Community Rehabilitation	24	15	39		61.5%
Department of Counselling Services	26	18	44		59.1%
Department of Education Services	413	567	980		42.1%
Department of Environment	42	3	45		93.3%
Department of Environmental Health	140	22	162		86.4%
Department of Financial Assistance *2	47	0	47		100.0%
Department of Labour & Pension	21	3	24		87.5%
Department of Planning	43	14	57		75.4%
Department of Public Safety Communications	19	9	28		67.9%
Department of Sports	22	2	24		91.7%
Department of Transport	12	0	12		100.0%
Department of Vehicle and Drivers Licensing	46	3	49		93.9%
District Administration	156	15	171		91.2%
Economics & Statistics Office	14	8	22		63.6%
E-Government Unit	18	4	22		81.8%
Elections Office	3	1	4		75.0%
Facilities Management	15	2	17		88.2%
Fire Department	158	4	162		97.5%
General Registry	46	5	51		90.2%
H E The Governor	0	5	5		0.0%
Hazard Management Department	4	2	6		66.7%
Health Regulatory Services	16	2	18		88.9%
Internal Audit Services	9	4	13		69.2%
Invest Cayman	6	2	8		75.0%
Judicial Department	72	24	96		75.0%
Lands & Survey Department	50	22	72		69.4%
Marketing & Communications Unit	1	0	1		100.0%
Mosquito Research and Control Unit	39	9	48		81.3%
National Weather Service	16	1	17		94.1%
Office of Education Standards	3	1	4		75.0%
Office of the Auditor General	9	20	29		31.0%
Office of the Deputy Governor	13	2	15		86.7%
Office of the Director of Public Prosecutions	13	18	31		41.9%
Office of the Ombudsman	12	1	13		92.3%
Passport Office	11	0	11		100.0%
Poinciana Rehabilitation Centre	21	22	43		48.8%
Police Service	256	228	484		52.9%
Portfolio of Legal Affairs	35	28	63		55.6%
Postal Department	65	8	73		89.0%
Prison Service	102	75	177		57.6%
Public Library Service	20	0	20		100.0%
Public Works Department	107	26	133		80.5%
Radio Cayman	18	3	21		85.7%
Sister Island Sports	1	3	4		25.0%
Sunrise Centre	15	10	25		60.0%
Tourism Department	42	2	44		95.5%
Treasury Department	41	3	44		93.2%
Vehicle & Equipment Services	33	1	34		97.1%
Workforce Opportunities Residency Cayman	120	4	124		96.8%
Youth Services Unit	8	0	8		100.0%
Civil Service Total	3337	1476	4813	Civil Service Average = 69.3%	

The table above shows the number of employees that worked within the 79 government departments as at 31st December 2024, 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.

There were 8 departments where 50% or more of employees were non-Caymanian (December 2023: 10); 54 departments had a higher percentage of Caymanian employees than the average for the Civil Service (69.3%) (December 2023: 57). There were 8 entities with a 100% Caymanian workforce (December 2023: 10); CIG UK Office, Core Ministry YSCH, Department of Financial Assistance, Department of Transport, Marketing and Communications Unit, Passport Office, Public Library Service and Youth Services Unit.

Demographics of the Civil Service (31st December 2024)

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	44	210	360	380	333	391	380	427	371	315	114	12	3337
No. Non-Caymanian	2	9	69	171	271	307	254	183	122	62	24	2	1476
Total	46	219	429	551	604	698	634	610	493	377	138	14	4813
% Caymanian	1.3%	6.3%	10.8%	11.4%	10.0%	11.7%	11.4%	12.8%	11.1%	9.4%	3.4%	0.4%	100%
% Non-Caymanian	0.1%	0.6%	4.7%	11.6%	18.4%	20.8%	17.2%	12.4%	8.3%	4.2%	1.6%	0.1%	100%
% Civil Servants	1.0%	4.6%	8.9%	11.4%	12.5%	14.5%	13.2%	12.7%	10.2%	7.8%	2.9%	0.3%	100%

Percentage aged 60 and above for comparison purposes [against pre Sept 2016 data below, when the normal retirement age was 60]

11.0%

Percentage of Civil Servants over Normal Retirement Age - Historic Information

Date	10-Jul-05	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
No. Of Civil Servants over mandatory retirement age	161	173	169	194	187	181	161	161	173	166	175	229	50	62	83	102	131	130	131	152
Total Civil Servants	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3918	4084	4208	4397	4470	4657	4813
% Civil Servants over mandatory retirement age	5.0%	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%

The bar chart shows the number of employees within core Government as at 31st December 2024, across the various age ranges. The highest concentration of Civil Servants was in the 40-44 age range (14.5%). 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 78.

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 2024, there were 152 employees (3.2% 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 2024)

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	14	24	14	15	5	2		75	2.7%
Cabinet Office		3	5	14	9	2			33	0.0%
Cayman Islands Cadet Corps			2	1	2				5	0.0%
Cayman Islands Coast Guard	3	24	10	1	3	1			42	0.0%
Cayman Islands Intellectual Property Office			2	1	2				5	0.0%
Cayman Islands National Archive		1	3		5	1	1	1	12	16.7%
Central Procurement Office		1	2	1		1			5	0.0%
CI Government Office - UK					1				1	0.0%
Commissions Secretariat			5	4	2		1		12	8.3%
Computer Services Department	1	12	22	19	13	1	2	1	71	4.2%
Core Ministry BCL		4	2	9	4	2	2		23	8.7%
Core Ministry DAL		3	11	6	4	4	1		29	3.4%
Core Ministry EDU	1	19	18	27	17	3			85	0.0%
Core Ministry FED		2	1	8	6	2			19	0.0%
Core Ministry FSC		2	17	11	15	2			47	0.0%
Core Ministry H&W		5	9	10	4	2			30	0.0%
Core Ministry HA		3	1	4	2		1		11	9.1%
Core Ministry IISD		7	9	2	4	2	1		25	4.0%
Core Ministry PAHI		2	8	7	10		1		28	3.6%
Core Ministry SCR		2	3	6	5				16	0.0%
Core Ministry T&T		3	2	6	3	1			15	0.0%
Core Ministry YSCH		2	4	8	4	1			19	0.0%
Core PoCS	1	4	12	17	10	2	2	1	49	6.1%
Customs and Border Control		33	78	60	66	14	9	1	261	3.8%
Cyber Security		5		1	1	1			8	0.0%
Department for International Tax Cooperation			7	7	2	1			17	0.0%
Department of Children & Family Services		9	27	33	50	24	18	1	162	11.7%
Department of Commerce & Investment		4	10	8	5	1			28	0.0%
Department of Communications		6	13	11	5	1			36	0.0%
Department of Community Rehabilitation		2	14	15	2	4	2		39	5.1%
Department of Counselling Services		8	13	10	9	3	1		44	2.3%
Department of Education Services		64	244	334	216	87	32	3	980	3.6%
Department of Environment		3	15	10	9	5	3		45	6.7%
Department of Environmental Health		25	29	42	40	19	7		162	4.3%
Department of Financial Assistance		16	13	7	8	1	2		47	4.3%
Department of Labour & Pension		2	4	7	9	2			24	0.0%
Department of Planning		10	18	16	8	2	2	1	57	5.3%
Department of Public Safety Communications		9	5	10	3	1			28	0.0%
Department of Sports		5	2	7	3	5	2		24	8.3%
Department of Transport	2	4	1		3	1	1		12	8.3%
Department of Vehicle and Drivers Licensing		7	13	15	6	6	2		49	4.1%
District Administration	23	37	28	28	35	16	3	1	171	2.3%
Economics & Statistics Office		4	5	4	6	3			22	0.0%
E-Government Unit		6	8	5	3				22	0.0%
Elections Office				2	1			1	4	25.0%
Facilities Management		2	3	5	5	2			17	0.0%
Fire Department	1	50	42	25	42	2			162	0.0%
General Registry		7	10	16	10	6	2		51	3.9%
H E The Governor		1		1	2	1			5	0.0%
Hazard Management Department		1	1	3	1				6	0.0%
Health Regulatory Services	1	1	4	6	4	1	1		18	5.6%
Internal Audit Services		3	3	4	3				13	0.0%
Invest Cayman		2	2	4					8	0.0%
Judicial Department		15	30	19	21	10	1		96	1.0%
Lands & Survey Department	1	7	27	14	17	4	2		72	2.8%
Marketing & Communications Unit					1				1	0.0%
Mosquito Research and Control Unit		9	9	14	12	2	2		48	4.2%
National Weather Service	1	3	3	7	3				17	0.0%
Office of Education Standards				1	3				4	0.0%
Office of the Auditor General		6	11	7	3	2			29	0.0%
Office of the Deputy Governor			3	8	2	2			15	0.0%
Office of the Director of Public Prosecutions		2	7	10	8	3		1	31	3.2%
Office of the Ombudsman		4	3	2	3	1			13	0.0%
Passport Office		3	2	1	4	1			11	0.0%
Poinciana Rehabilitation Centre	2	11	11	11	8				43	0.0%
Police Service	4	68	104	149	121	31	7		484	1.4%
Portfolio of Legal Affairs		5	15	21	14	5	3		63	4.8%
Postal Department		7	18	17	17	14			73	0.0%
Prison Service	1	15	29	53	51	19	8	1	177	5.1%
Public Library Service		3	7	7	2	1			20	0.0%
Public Works Department		12	26	35	35	18	7		133	5.3%
Radio Cayman		1	1	7	9	3			21	0.0%
Sister Island Sports				2	2				4	0.0%
Sunrise Centre		5	4	10	4	2			25	0.0%
Tourism Department		7	13	13	7	4			44	0.0%
Treasury Department		2	6	13	16	4	2	1	44	6.8%
Vehicle & Equipment Services		3	7	10	10	3	1		34	2.9%
Workforce Opportunities Residency Cayman	3	17	34	29	31	7	3		124	2.4%
Youth Services Unit		4	1		2		1		8	12.5%
Total	46	648	1155	1332	1103	377	138	14	4813	3.2%
%	1.0%	13.5%	24.0%	27.7%	22.9%	7.8%	2.9%	0.3%	100.0%	

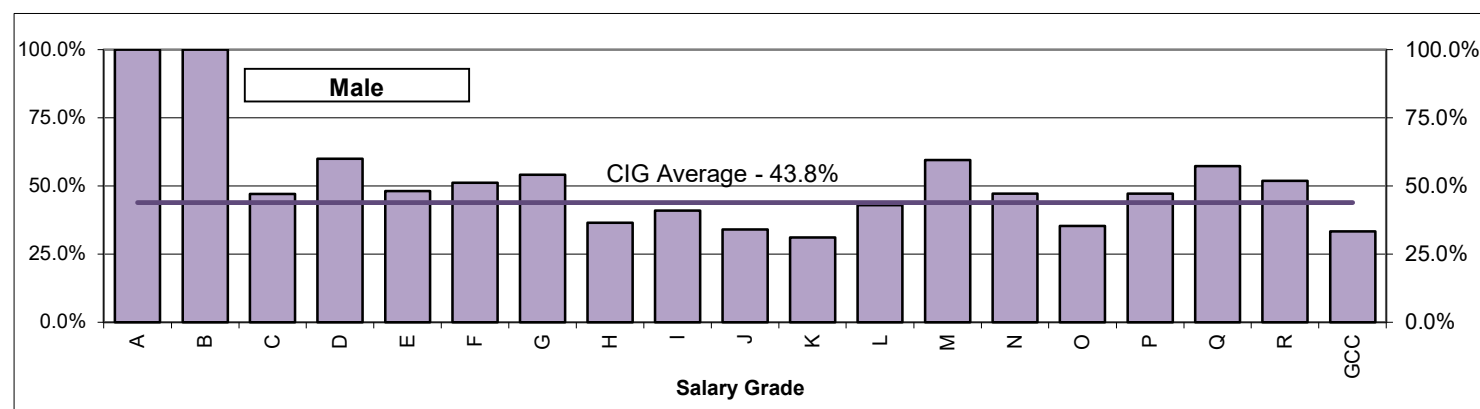
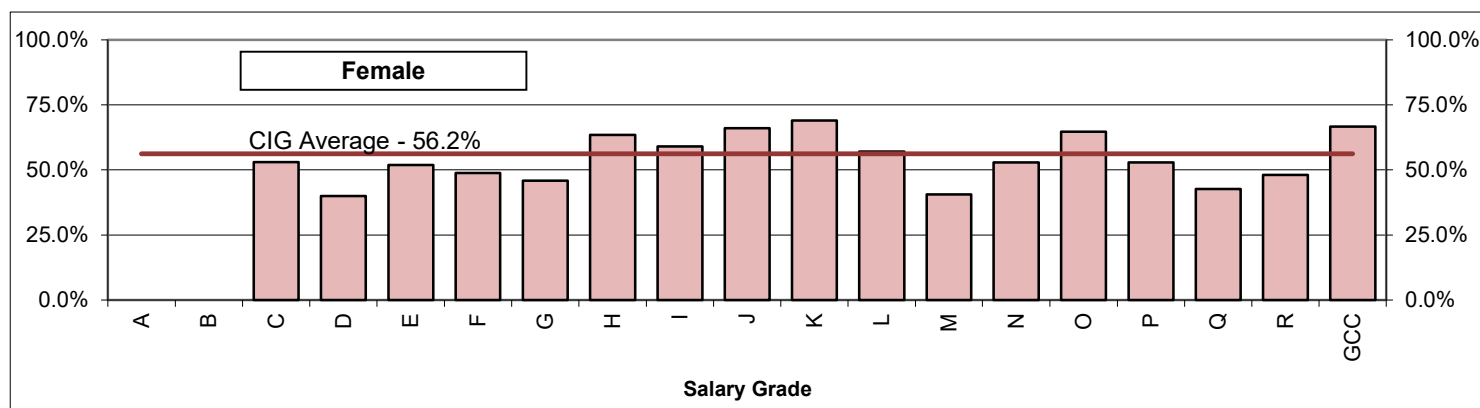
The table above shows the number of Civil Servants within each department spread across various age ranges as at 31st December 2024. The largest group of employees is in the 40-49 age range (27.7% of the Service) with the 30-39 and 50-59 age-ranges each constituting almost another quarter of the Service 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. Whilst 41 departments did not have employees over the normal retirement age, the National Archive and Elections Office have the highest representation, with over five times the average percentage of employees aged 65 or above.

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 2024)

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	GCC	Total
Female	0	0	9	6	14	42	44	134	186	279	534	247	335	236	366	110	121	38	2	2703
Male	1	3	8	9	13	44	52	77	129	144	240	186	492	210	200	98	162	41	1	2110
Total	1	3	17	15	27	86	96	211	315	423	774	433	827	446	566	208	283	79	3	4813

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 2024. 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**.

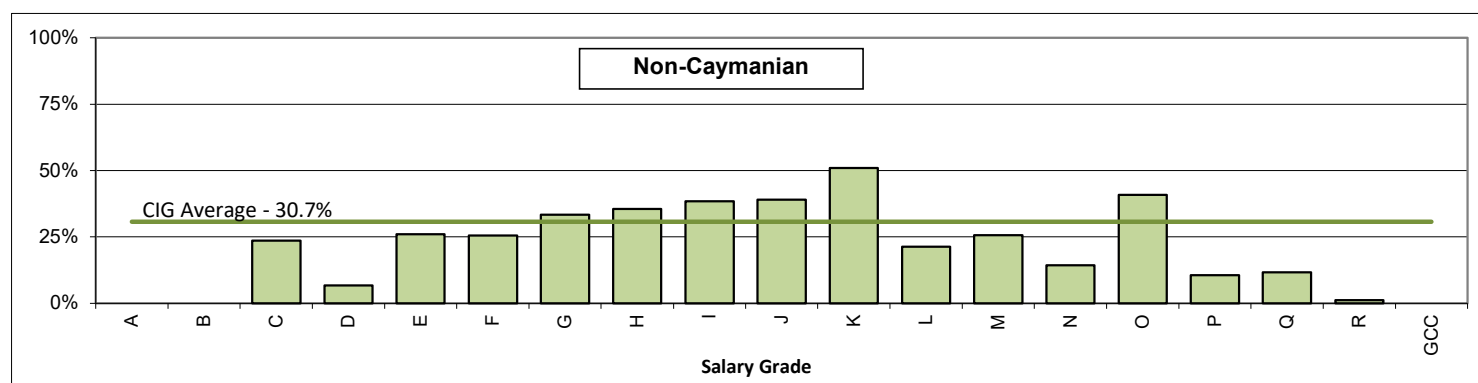
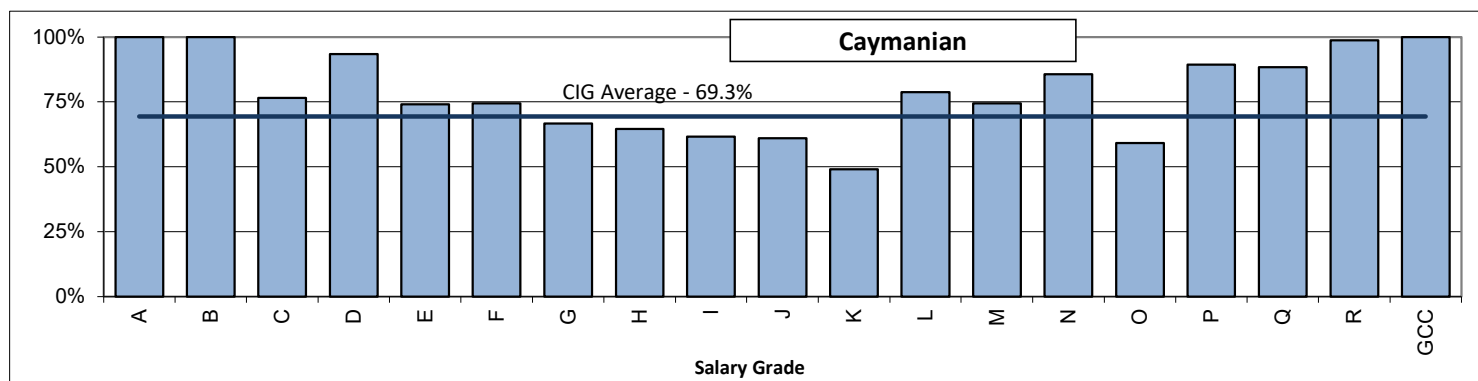
The table above shows that the 4 senior executive, falling within grades A & B, were held by men. These positions are the Deputy Governor, Financial Secretary, Attorney General and Cabinet Secretary.

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. This is a variation from recent years, where the organisation has been split more equally by gender.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 66% female and 34% male. Teaching as a profession (main-scale grade K) has a disproportionately high female representation (78%).

Male employees are more highly represented within the lowest level support roles (grades P to R) when compared to the CIG as a whole (53%), an increase from prior years. This is 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).

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	GCC	Total
Caymanian	1	3	13	14	20	64	64	136	194	258	380	341	615	382	335	186	250	78	3	3337
Non-Caymanian	0	0	4	1	7	22	32	75	121	165	394	92	212	64	231	22	33	1	0	1476
Total	1	3	17	15	27	86	96	211	315	423	774	433	827	446	566	208	283	79	3	4813

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on the 31st December 2024. 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.**

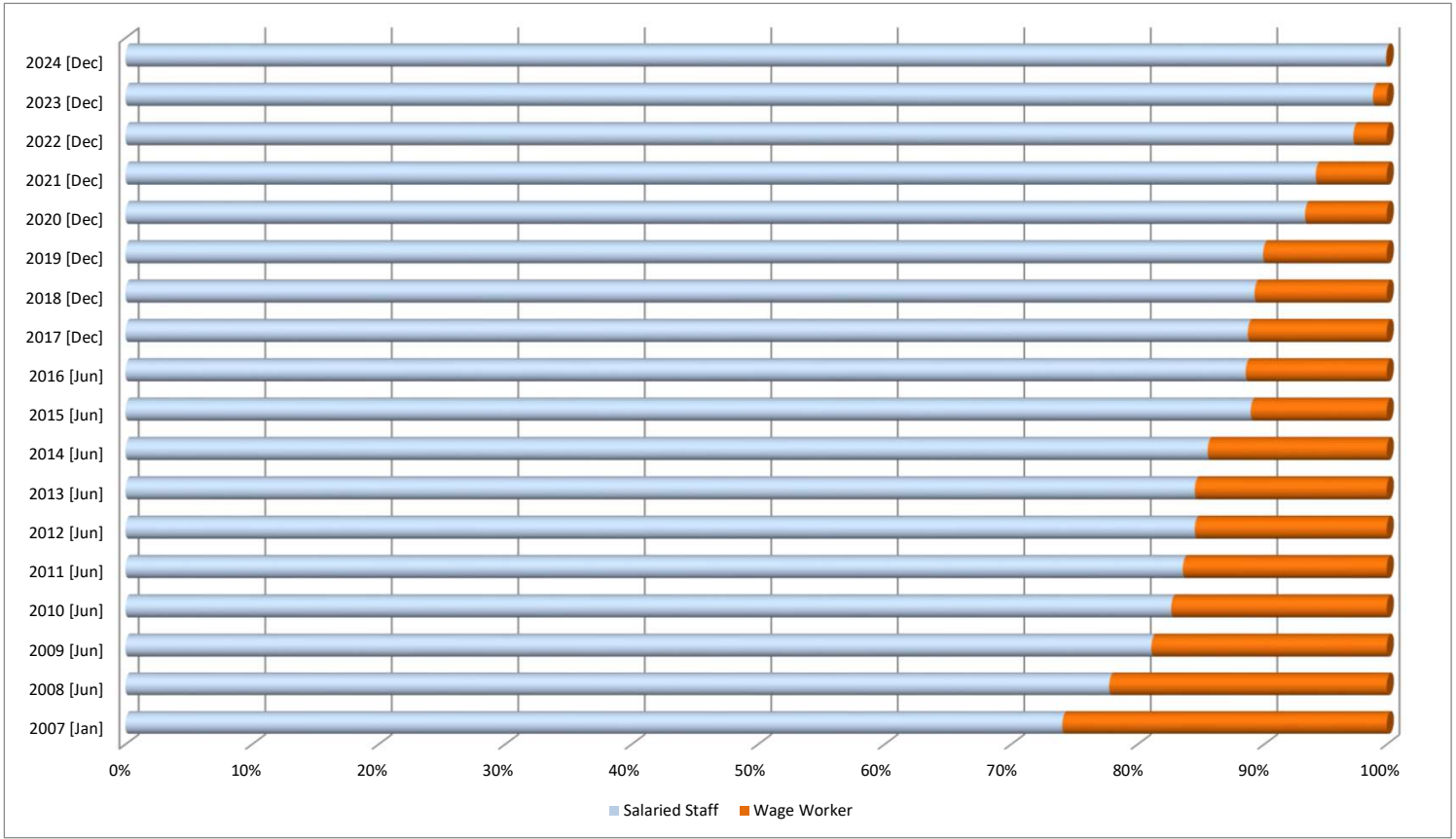
The table above shows that the 4 senior executive roles, falling within grades A & B, were held by Caymanians. These positions are the Deputy Governor, Financial Secretary, Attorney General and Cabinet Secretary.

For other organisational executives (predominantly falling within grades C to G), Caymanians constituted 73% 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 90%.

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
Salaried Staff	2607	3036	3046	3048	3025	3076	3044	3055	3099	3188	3352	3497	3689	3924	4139	4347	4604	4810
Wage Worker	913	868	710	639	594	563	557	516	385	412	426	421	413	284	258	123	53	3
Total	3520	3632	3904	3756	3687	3639	3639	3571	3484	3600	3778	3918	4102	4208	4397	4470	4657	4813
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%
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%

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 Civil Service 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 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).

District Administration successfully transitioned the remainder of their wage workers, nearly 50 employees, to salaried terms and conditions during 2024.

This phased approach concluded in 2024 where, by the 31st December 2024, only 3 employees remaining on wage-worker terms and conditions, two within the Department of Tourism and one within the Department of Education Services, from the over 25% of the Service in 2007.

This transition continues to support a fair and equitable pay strategy, whilst also enabling the Civil Service to make efficiency gains associated with standing-down 26 bi-weekly payrolls per annum.

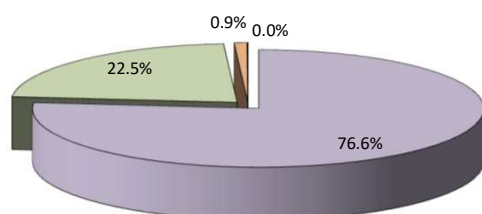
The Civil Service by Employment Arrangements

Working Arrangements

As of the 31st December 2024, 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 9 different departments with the largest representation within District Administration and the Department of Education Services.

Shift workers represented 22.5% of the Service by the end of 2024, with 24 departments reporting that they employed Civil Servants on shifts. The Police Service (32%), Customs and Border Control (17%), Prison Service (14%), Fire Service (13%) and Department of Child & Family Services (9%) together employed the majority of shift workers (85% of the 1084 employees working shifts).

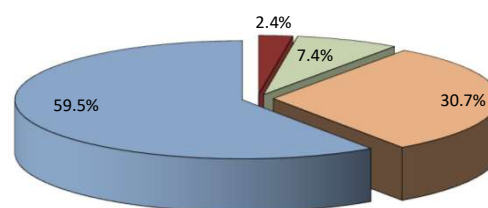
Employment Arrangements



■ Full-Time Non-Shift ■ Full-Time Shift
 ■ Part-Time Non-Shift ■ Part-Time Shift

Employment Arrangement	Number of Employees	% of the Civil Service
Full-Time Non-Shift	3685	76.6%
Full-Time Shift	1082	22.5%
Part-Time Non-Shift	44	0.91%
Part-Time Shift	2	0.04%
Total	4813	100%

Employment Agreement Type by Nationality



■ Compulsory Fixed Term - Caymanian ■ Fixed Term - Caymanian
 ■ Fixed Term - Non-Caymanian ■ Open-Ended - Caymanian

Employee Agreement	Number of Employees	% of the Civil Service
Compulsory Fixed Term - Caymanian	116	2.4%
Fixed Term - Caymanian	355	7.4%
Fixed Term - Non-Caymanian	1476	30.7%
Open-Ended - Caymanian	2866	59.5%
Total	4813	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 2024. 59.5% of the Civil Service were Caymanian employees on open-ended employment agreements, 30.7% were non-Caymanians on fixed-term employment agreements and 9.8% 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 (2.4%), and those with standard fixed term employment agreements (7.4%).

Civil Servants Remuneration Levels and Activity During 2024

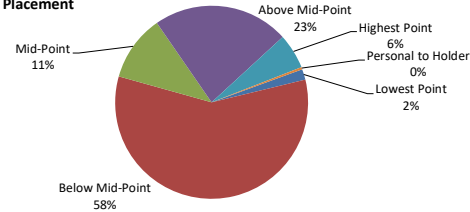
Civil Servants Annual Salary Distribution

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
20,000 to 29,999	78	1.6%	1.6%
30,000 to 39,999	607	12.6%	14.2%
40,000 to 49,999	1,335	27.7%	42.0%
50,000 to 59,999	802	16.7%	58.6%
60,000 to 69,999	963	20.0%	78.6%
70,000 to 79,000	345	7.2%	85.8%
80,000 to 89,999	268	5.6%	91.4%
90,000 to 99,999	128	2.7%	94.0%
100,000 to 109,999	101	2.1%	96.1%
110,000 to 119,999	67	1.4%	97.5%
120,000 to 129,999	48	1.0%	98.5%
130,000 to 139,999	28	0.6%	99.1%
140,000 to 149,999	13	0.3%	99.4%
150,000 to 159,999	15	0.3%	99.7%
160,000 to 169,999	5	0.1%	99.8%
170,000 to 179,999	2	0.0%	99.8%
180,000 and above	8	0.2%	100%
Total	4813	100%	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	85	1.8%	1.8%
Below Mid-Point	2,798	58.1%	59.9%
Mid-Point	532	11.1%	71.0%
Above Mid-Point	1,098	22.8%	93.8%
Highest Point	282	5.9%	99.6%
Personal to Holder	18	0.4%	100%
Total	4813	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 2024 ranged between **\$20,808** (R point 1) and **\$239,604** (A point 5) per annum for salaried staff and between **\$10.45** (GAA point 1) and **\$22.92** (GFF point 5) per hour for Wage Workers.

The table above shows that the majority of the Civil Service were paid towards the lower end of the Government salary range **with 42.0% of the Civil Service earning under \$50,000 per annum** (2023: 43.0%).

The largest group of Civil Servants (27.7%) earned salaries in the \$40,000 to \$49,999 range, (2023: 26%) with the \$50,000 to \$59,999 and \$60,000 to \$69,999 ranges being the next largest (16.7% and 20.0% of Civil Servants respectively).

The average full-time equivalent annual salary for the Civil Service as at the 31st December 2024 was \$59,161; an increase of **\$946** compared to the December 2023 average. This is the **tenth** 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 2024. Some 71% of the Civil Service had a point placement that was less than or equal to the mid-point of the range; a 1% decrease on the same percentage to 2023. 2% of Civil Servants are on the lowest point (point 1) of their salary grade, in line with that the percentage reported in 2023.

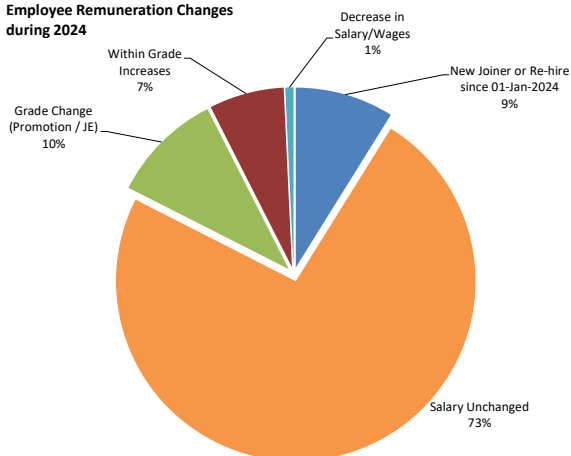
The "New Minimum Entry Level Salary Pay Point" policy, introduced in 2023, which restricts who can be appointed to point one of the salary scale, to successful candidates being developed into the role, may have contributed to the low levels of employees on grade step one being maintained.

Within the Civil Service, 6% 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.

Of the new hire appointments to the Service during 2024, 57 of the 525 appointments (11%) were made to point 1 of the salary grades (2023: 12%); whilst 316 appointments (60%) were made to point placements that were below the mid-point of the scale.

Civil Servants Annual Salary Changes

Employee Remuneration Changes during 2024



The adjacent graph shows the change in Civil Service remuneration during 2024 (based on a comparison of employee salaries as at 31st December 2024 and 31st December 2023).

17% of the Service received an increase during 2024 (2023: 26%). Increases arose from promotions, roles being re-evaluated or earning increases within a grade. This represented 807 employees (2023: 1205 employees).

0.7% of the Civil Service received a salary decrease during 2024 (2023: 0.3%), associated with employees moving into roles on a lower grade, demotions, requesting reducing hours or being on half or no-pay provisions at year end. The introduction of a phased retirement provisions in 2016, which provides additional flexibility for employees to remain with the Service on a part-time basis or in a lower graded role, while also receiving their monthly pension, has contributed in this area.

A further 9% of employees were new joiners to the Civil Service after the 31st December 2023, and consequently do not have a 2023 pay rate for comparison purposes.

HR Activity for the Civil Service for 2024 - Recruitment/Appointments

Appointments Made On or Off Island And Employment Types*

On/Off Island

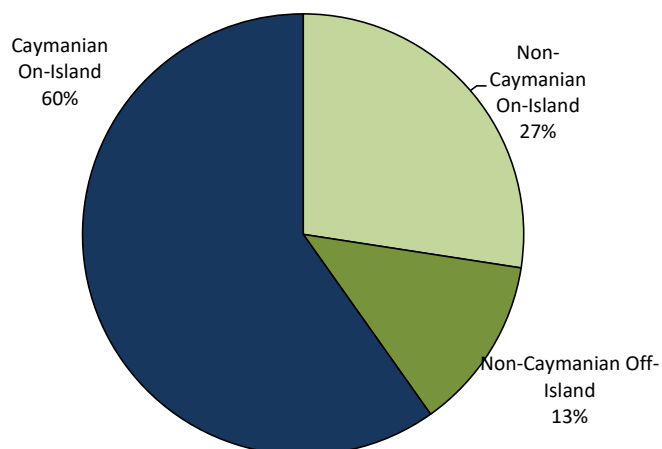
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island		67	67	12.8%
On-Island	314	144	458	87.2%
Total	314	211	525	100.0%
% by Nationality	59.8%	40.2%	100.0%	

Contract Type

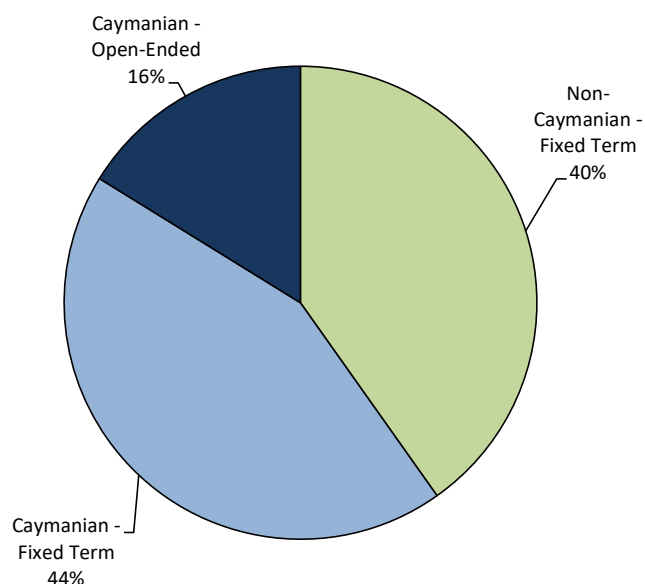
Employment Type	Caymanian	Non-Caymanian	Total	% by Contract Type
Fixed-Term	229	211	440	83.8%
Open-Ended	85		85	16.2%
Total	314	211	525	100.0%
% by Nationality	59.8%	40.2%	100.0%	

* 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 (less than 4 months) 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 2024. During the year there were 665 appointments to the Civil Service (2023: 740), however 140 of these were to student interns and supply teachers, who have been excluded from the more detailed analysis.

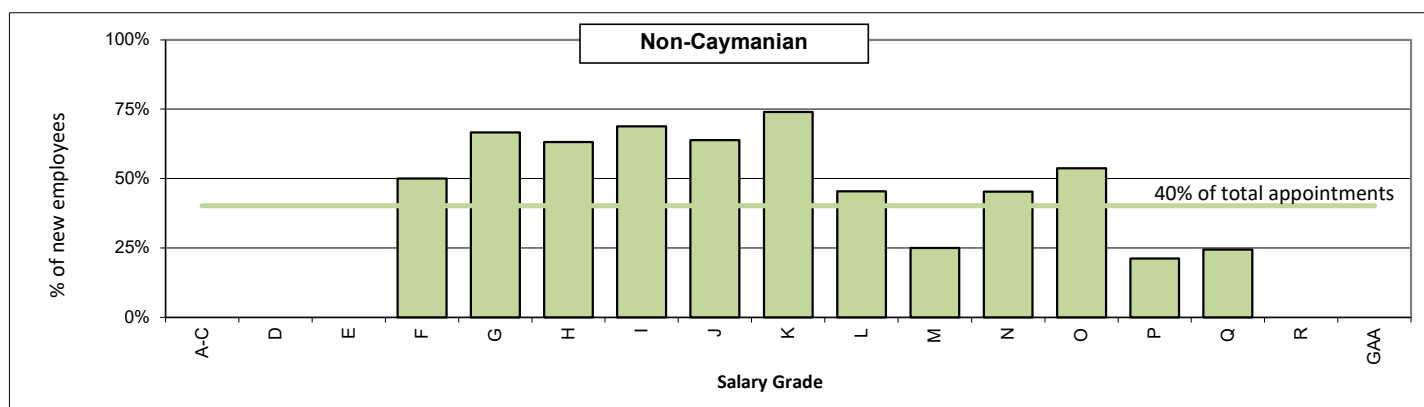
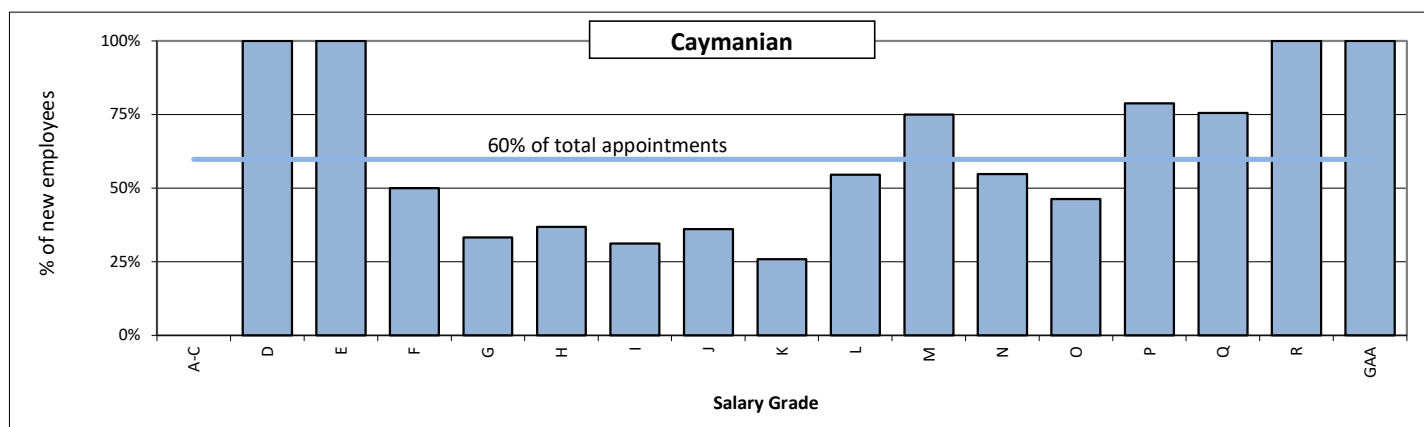
During 2024, 87% of all appointments were made for applicants who were **on-island** (2023: 88%); with Caymanians constituting the largest group. Of the appointments for non-Caymanian employees (211 in total), 68% were recruited on-island.

In relation to the type of employment arrangement offered to new hires, 84% were for fixed-term contracts, with 16% of new hires being made to Caymanians on open-ended contracts. Caymanians appointed to Fixed Term Contracts accounted for 44% of appointments, these included appointments to programmes that develop Caymanian talent (recruited to roles such as Trainee Psychiatric Nursing Assistant, Office Support Assistant and Office Attendant III) and roles that have significant training and assessment requirements (such as Recruit Constables and Coast Guard Recruits), in addition to appointments to fill short-term vacancies.

Of the 140 temporary staff excluded from the detailed analysis, 128 were student interns appointed for short term contracts (of less than 4 months) during the summer and Christmas periods during 2024, 99% of whom were Caymanian.

HR Activity for the Civil Service for 2024 - Recruitment/Appointments

Appointments by Grade and Nationality



Grade	A-C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	Total	%
Caymanian		1	1	2	2	7	5	13	14	24	42	29	37	26	34	75	2	314	59.8%
Non-Caymanian				2	4	12	11	23	40	20	14	24	43	7	11			211	40.2%
Total	0	1	1	4	6	19	16	36	54	44	56	53	80	33	45	75	2	525	100.0%

Caymanians constituted 60% of all new recruits/appointments to the Civil Service during 2024 across a wide range of roles and grades (2023: 52%). Whilst this is lower than the percentage of Caymanians in the Service (69%) this is 16% higher than Caymanian representation in the Working Age Population across the Cayman Islands and 22% higher than Caymanian representation in the Labour Force, reported in the latest ESO Compendium of Statistics (2023) as 43% and 38% respectively.

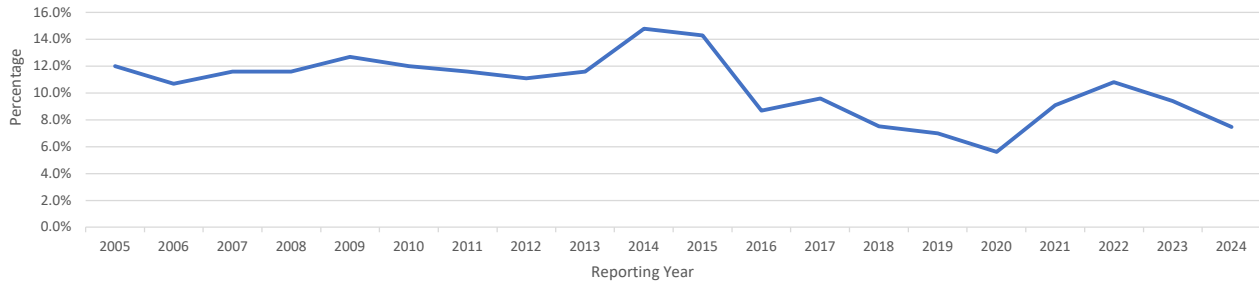
During 2024, 43 of the 67 departments that hired new employees, made non-Caymanians appointments. Over half of all non-Caymanians recruited to the Civil Service during 2024 were within three departments; the Department of Education Services accounted for 37% (79 appointments), the Poinciana Rehabilitation Centre and Police Service accounting for 9% each (20 and 18 non-Caymanian appointments respectively).

It should be noted that:-

- (i) 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 2024.
- (ii) Appointment data does not include information relating to the contract renewal process for existing employees.

HR Activity for the Civil Service for 2024 - Retention

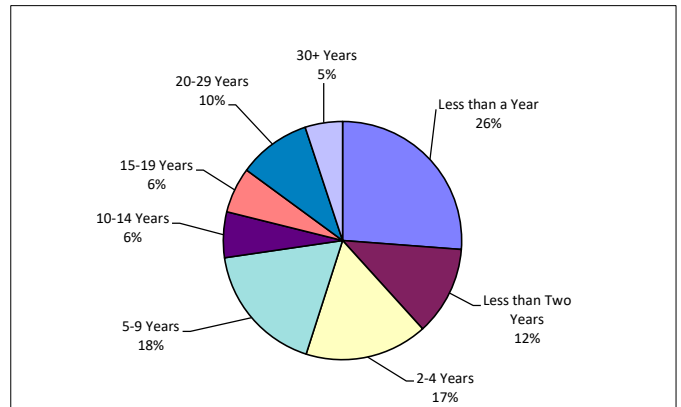
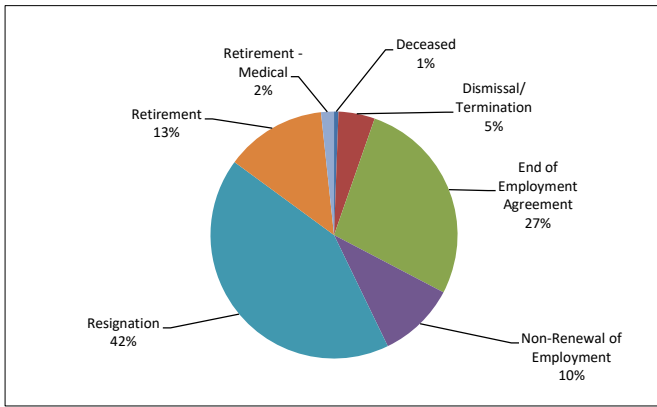
Turnover Rate for the Civil Service 2005 to 2024



Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Turnover	12.0%	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%

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 2024 was 7.5%, returning to a level that is more in line with the pre-pandemic period.

Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	2	0.9%	0	0.0%	2	1%
Dismissal/Termination	15	6.4%	2	1.7%	17	5%
End of Employment Agreement	69	29.4%	28	23.3%	97	27%
Non-Renewal of Employment	15	6.4%	21	17.5%	36	10%
Resignation	90	38.3%	60	50.0%	150	42%
Retirement	39	16.6%	8	6.7%	47	13%
Retirement - Medical	5	2.1%	1	0.8%	6	2%
Total	235	100.0%	120	100.0%	355	100%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	75	31.9%	18	15.0%	93	26%	26%
Less than Two Years	20	8.5%	23	19.2%	43	12%	38%
2-4 Years	26	11.1%	33	27.5%	59	17%	55%
5-9 Years	36	15.3%	27	22.5%	63	18%	73%
10-14 Years	12	5.1%	10	8.3%	22	6%	79%
15-19 Years	16	6.8%	6	5.0%	22	6%	85%
20-29 Years	32	13.6%	3	2.5%	35	10%	95%
30+ Years	18	7.7%	0	0.0%	18	5%	100%
Total	235	100%	120	100%	355	100%	

The main reasons that Civil Servants leave the organisation are as a result of employment agreements coming to an end (27%) and resignations (42%).

More non-Caymanians left the Service in 2024 as a result of resignations (50%) than those who reached the end of their contract (23%). Resignations and employment agreements ending also form the majority of reasons why Caymanians leave employment (38%) and (29%) respectively. In 2024, 18% of non-Caymanian leavers did so as a result of their employment not being renewed, while 19% of Caymanians left the Service due to all types of retirement.

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 leaver had less than four years of service (62%), rising to 84% who before reaching the ten-year mark. The cumulative figures show that 38% of all leavers from the Cayman Islands Government have less than two years of service.

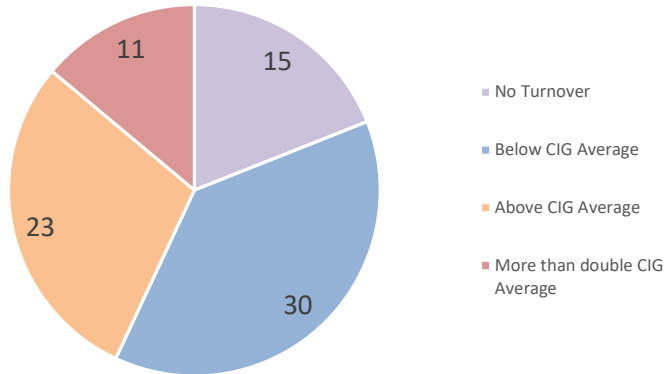
Note: Turnover rates exclude student interns that are appointed during the summer and Christmas periods on short-term contracts.

HR Activity for the Civil Service for 2024 - Retention

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Total	% Turnover ^{*1}
Agriculture Department	6	2	8	11.0%
Cabinet Office	1	0	1	3.0%
Cayman Islands Cadet Corps			0	0.0%
Cayman Islands Coast Guard	5	0	5	13.2%
Cayman Islands Intellectual Property Office			0	0.0%
Cayman Islands National Archive	1	0	1	8.3%
Central Procurement Office	1	0	1	20.0%
CI Government Office - UK			0	0.0%
Commissions Secretariat	0	1	1	8.3%
Computer Services Department	3	0	3	4.5%
Core Ministry BCL			0	0.0%
Core Ministry DAL	0	1	1	3.8%
Core Ministry EDU	7	2	9	10.6%
Core Ministry FED			0	0.0%
Core Ministry FSC	1	3	4	8.7%
Core Ministry H&W	2	0	2	7.4%
Core Ministry HA	1	0	1	8.3%
Core Ministry IISD	0	1	1	4.3%
Core Ministry PAHI	1	0	1	3.3%
Core Ministry SCR			0	0.0%
Core Ministry T&T	1	0	1	7.1%
Core Ministry YSCH	3	0	3	16.7%
Core PoCS	5	1	6	12.2%
Customs and Border Control	12	2	14	5.3%
Cyber Security			0	0.0%
Department for International Tax Cooperation	1	0	1	6.3%
Department of Children & Family Services	6	3	9	5.7%
Department of Commerce & Investment			0	0.0%
Department of Communications	3	1	4	11.4%
Department of Community Rehabilitation	1	2	3	7.7%
Department of Counselling Services	1	5	6	12.8%
Department of Education Services	32	35	67	7.0%
Department of Environment	1	0	1	2.2%
Department of Environmental Health	5	0	5	3.1%
Department of Financial Assistance	3	0	3	6.3%
Department of Labour & Pension	1	0	1	4.2%
Department of Planning	1	1	2	3.7%
Department of Public Safety Communications	2	2	4	13.3%
Department of Sports	0	1	1	4.2%
Department of Transport	2	0	2	16.7%
Department of Vehicle and Drivers Licensing	3	2	5	10.2%
District Administration	31	1	32	19.2%
Economics & Statistics Office	1	0	1	4.8%
E-Government Unit	2	1	3	16.7%
Elections Office			0	0.0%
Facilities Management	1	0	1	5.6%
Fire Department	9	0	9	5.4%
General Registry	3	0	3	5.7%
H E The Governor	1	1	2	40.0%
Hazard Management Department	1	2	3	33.3%
Health Regulatory Services	1	1	2	11.8%
Internal Audit Services			0	0.0%
Invest Cayman	0	1	1	12.5%
Judicial Department	9	8	17	18.1%
Lands & Survey Department	6	1	7	9.7%
Marketing & Communications Unit			0	0.0%
Mosquito Research and Control Unit	1	0	1	2.3%
National Weather Service	1	0	1	5.6%
Office of Education Standards	0	1	1	25.0%
Office of the Auditor General	0	4	4	14.3%
Office of the Deputy Governor	0	1	1	6.7%
Office of the Director of Public Prosecutions	1	5	6	19.4%
Office of the Ombudsman	0	1	1	7.7%
Passport Office			0	0.0%
Poinciana Rehabilitation Centre	1	2	3	12.0%
Police Service	16	15	31	6.4%
Portfolio of Legal Affairs	2	4	6	9.4%
Postal Department	7	0	7	9.3%
Prison Service	1	2	3	1.7%
Public Library Service	1	0	1	4.8%
Public Works Department	8	1	9	6.9%
Radio Cayman			0	0.0%
Sister Island Sports			0	0.0%
Sunrise Centre	4	1	5	19.2%
Tourism Department	1	1	2	4.3%
Treasury Department	2	0	2	4.4%
Vehicle & Equipment Services	3	0	3	8.8%
Workforce Opportunities Residency Cayman	9	1	10	8.0%
Youth Services Unit			0	0.0%
Total	235	120	355	7.5%
%	66.2%	33.8%	*1 Turnover rates calculated based on the average number of employees at quarter end during 2024	
Turnover Rate by Caymanian/Non-Caymanian	7.2%	8.1%		

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 2024, 15 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.

Leavers by Specialist Teams - Uniform and Teaching Staff

Uniform Services

Uniform Department	Total Uniformed Leavers	Avg No. of Uniformed Staff	% Turnover*
CI Coast Guard	5	38	13.2%
Customs & Border Control	8	199	4.0%
Fire Department	9	159	5.7%
Police Service	22	381	5.8%
Prison Service	2	144	1.4%
Total	46	921	5.0%

The turnover rate for the combined Uniform Departments was 5.0%, somewhat lower than 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.

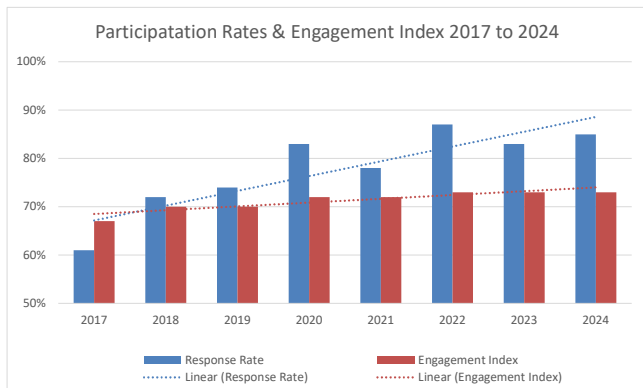
Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover*
Teachers	25	492	5.1%
Teachers - Excluding Supply	32	498	6.4%

The turnover rate for Teaching Staff was also 5.1%, below that of the Government average of 7.5% (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).

HR Activity for the Civil Service for 2024 - Engagement

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 2024 represents the eighth 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
Number of Employees Completing Survey	2278	2811	2976	3428	3329	3717	3756	3969
Response Rate	61%	72%	74%	83%	78%	87%	83%	85%
Engagement Index	67%	70%	70%	72%	72%	73%	73%	73%

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.

Participation rates are at 85% (from the 61% recorded in 2017) and the engagement index has been sustained at 73% over the last 3 years, an increase of 6% from the 67% recorded from the first survey.

2024 Employee Engagement Survey Results



Cayman Islands Government

Returns : 3,969 Response rate : 85%

Civil Service Engagement Survey 2024

↗ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

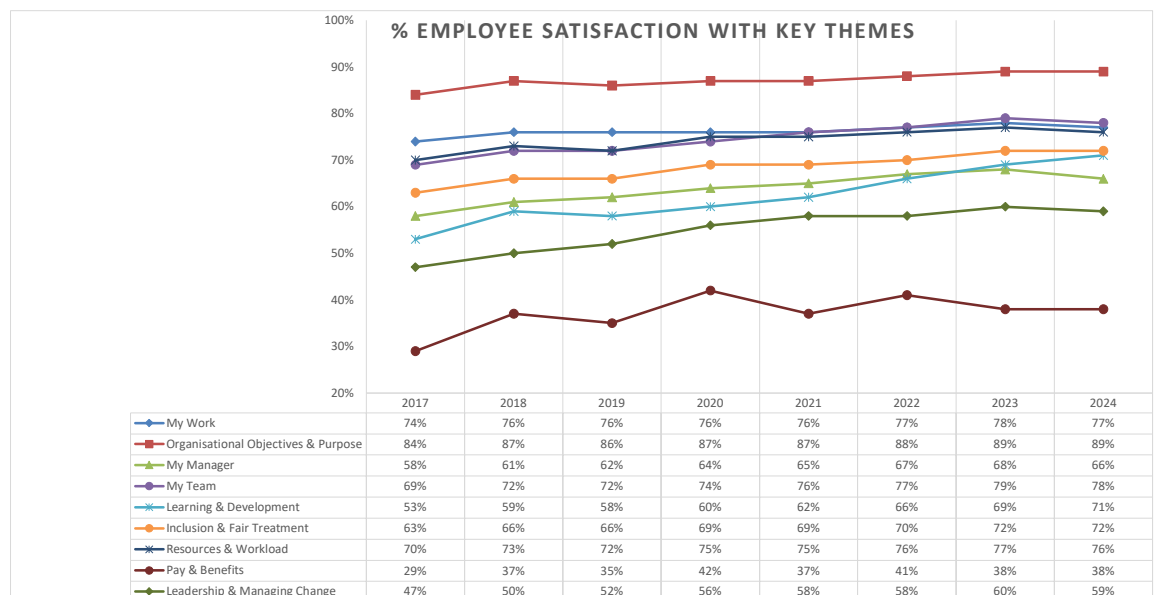


The headline results for the Civil Service for 2024 shows a sustained high engagement level, with some declining satisfaction in some areas;

- > 4 of the 9 major area matching the 2023 survey results
- > 4 of the 9 major areas seeing a decrease of 1% or 2% and
- > the area of Learning and Development increased to a high of 71% (2023: 69%), however changes to the survey questions did not allow for this to be reported as a statistical comparison.

2024 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 5th 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 an improvement since the launch of the survey in 2017, a key performance indicator of the impact of the Civil Service's Strategic Plan.



EMPLOYEE INFORMATION - SUMMARY [December 2024]

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}
SAG/GOC	2373	2455	2511	2584	2611	2779	2805	2951	3202
CIG	3600	3778	3918	4084	4208	4397	4470	4657	4813
Public Service	5973	6233	6429	6668	6819	7176	7275	7608	8015

Caymanian Employees [Headcount]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
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%)
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%)
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%)

Salary Grades by Nationality [CIG Dec-24]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	4 (100%)	175 (72.6%)	968 (56.2%)	1673 (73.6%)	514 (90.2%)	3 (100%)
Non-Caymanian	0 (0%)	66 (27.4%)	755 (43.8%)	599 (26.4%)	56 (9.8%)	0 (0%)
CIG Total	4	241	1723	2272	570	3

Gender [CIG]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
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%)
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%)
CIG Total	3600	3778	3918	4084	4208	4397	4470	4657	4813

Salary Grades by Gender [CIG Dec-24]

	A-B	C-G	H-K	L-O	P-R	GCC
Female	0 (0%)	115 (47.7%)	1133 (65.8%)	1184 (52.1%)	269 (47.2%)	2 (66.7%)
Male	4 (100%)	126 (52.3%)	590 (34.2%)	1088 (47.9%)	301 (52.8%)	1 (33.3%)
CIG Total	4	241	1723	2272	570	3

Age [CIG]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Average Age	43	43	43	43	44	44	44	43	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
Annual Salary	\$45,729	\$46,575	\$49,653	\$50,193	\$53,129	\$53,443	\$56,857	\$58,215	\$59,161
Monthly Salary	\$3,811	\$3,881	\$4,138	\$4,183	\$4,427	\$4,454	\$4,738	\$4,851	\$4,930
Annual Variance	\$2,497	\$846	\$3,078	\$540	\$2,936	\$314	\$3,414	\$1,358	\$946

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

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 3 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 (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. Salaried 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. Employees remunerated hourly, referred to as Wage Workers, are paid on grades GAA through GFF where GFF is the highest grade and GAA the lowest.
Nationality	Describes whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.