Economic Development Strategy 2023 - 2027

Strategic Priority 1: Local and International Business Retention and Expansion

2023 – 2027 UPDATE

GOVERNMENT OF BERMUDA
Ministry of Economy and Labour

Strategic Priority 1:
Local and International Business Retention and Expansion

Updates as of November 2025

Strategic Initiative:
Support and Enable Growth of Economic Drivers

Update:

Action Item: BDA

- Work with industry to determine expansion barriers, mitigate risk and reduce external global threats.

Supporting Bermuda's Business Growth and Global Competitiveness

The Bermuda Business Development Agency (BDA) is working closely with local industry leaders to identify and overcome the challenges that limit business growth and competitiveness. By listening to stakeholders, analysing market data, and engaging with key sectors, we're developing practical solutions to help businesses manage risks and stay strong in the face of global changes.

This collaborative approach is designed to help Bermuda's companies grow sustainably, attract new investment, and stay competitive in international markets.

Recent Progress:

- We completed the 2024 Market Survey and shared the results with the Minister and industry groups to help pinpoint and address barriers to growth.
- Feedback from the High-Net-Worth (HNW) Steering Committee and other sector consultations is being reviewed to guide actions that make it easier to enter the market and strengthen Bermuda's asset management sector.

- Narrative Research has been brought on board to support ongoing industry analysis, with more discussions planned between the Minister and asset management stakeholders later in 2025.
- The BDA industry working groups continue to develop policy initiatives in consultation with industry leaders and are working to align them with the Ministry's legislative priorities for 2026.

Action Item: BDA

- Identify key fund formation law firms and alternative asset allocators, with access to key markets and cultivate stronger relationships and marketing in those jurisdictions.

Promoting Bermuda as a Premier Fund Domicile

The Bermuda Business Development Agency (BDA) is working to strengthen Bermuda's presence in key global investment markets. By identifying top fund formation law firms and influential alternative asset managers, we're building strategic relationships that highlight Bermuda's strengths as a trusted and competitive location for fund structures.

Through focused outreach and collaboration, this initiative aims to attract new investment, boost visibility in priority regions, and create opportunities for market development. Our goal is to position Bermuda as a leading choice for alternative investment funds.

Recent Progress:

- The BDA is developing a strategic partnership with Rushe Capital to expand Bermuda's reach and engagement in the New York investment market.

Action Item: BEDC

- Support the expansion of residential dwellings in Economic Empowerment Zones.

The Uptown Development Authority (UDA) is a subsidiary division of BEDC originally created to implement Approved Residential Schemes (ARS) in the Northeast Hamilton Economic Empowerment Zone (EEZ) and specifically the regeneration/redevelopment of opportunity sites for mixed use and residential development purposes within the NE Hamilton area branded as "Uptown".

The Premier first proposed the creation of the Uptown Development Authority in the 2018 Budget Statement and subsequently funded the BEDC with a $1M grant to implement.

The Economic Development Act 1968 was amended to include a new economic development tool called the "Approved Residential Scheme" which removed immigration restrictions on foreigners purchasing residential units in approved residential developments in the economic empowerment zones, setting the foundation for foreign direct investment, regeneration, and developments in the EEZs. This amendment became effective November 1st 2019,

The UDA was formally formed in May 2022 with a semi-permanent business model that utilised private sector consultant experts in real estate, development, architecture, design, planning, property valuation, mapping, and Geographic Information Systems to assist the BEDC in moving the approved residential scheme initiative forward. The current semi-permanent model is working to progress development opportunities and proposals in the EEZs. The BEDC is assessing whether a permanent structure is needed and more importantly how to fund a permanent entity.

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The formal "Approved Residential Scheme" guidelines setting out the policy and process for designating developments as ARS' was approved by the Cabinet in June 2022.

BEDC and the UDA launched the UDA website in July 2023 as the first point of contact for all information related to the ARS initiative.

The BEDC and the UDA undertook research and analysis in the southeastern quadrant of the City of Hamilton to determine the feasibility of extending the Northeast Hamilton EEZ to that area of the city. In December 2023, a new EEZ was designated as the Southeast Hamilton Economic Empowerment Zone (SEHEEZ). In January 2024 the ARS guidelines were updated to include the new EEZ.

To further catalyse interest in development within now the island's 4 EEZs, the Premier and the Minister of Economy and Labour announced the "Approved Residential Scheme Kickstart Programme" in March 2024 in partnership with HSBC Bermuda, Clarien Bank, Bermuda Commercial Bank and the Bermuda Bankers Association. The programme offers investors and developers a reduction in local borrowing rates for large-scale residential and mixed-use properties, in which the Government will provide an aggregate $50 million government guarantee to support ARS opportunities within the EEZs. In return for the reduced risk, the partner banks committed to offer a preferred interest rate to eligible applicants.

April 2024, saw the UDA expand its primary focus from just the NE Hamilton EEZ ("Uptown") to the other 3 EEZs with the hiring of additional consultants to focus on the Somerset EEZ, the St. George's EEZ, and the new Southeast Hamilton EEZ. 31 opportunity development sites have been identified across the 4 EEZs owned by the public and private sector.

Market research on residential needs and wants is an important factor to the developers and investors in implementing development projects. As such, the UDA has conducted 4 market research studies on housing with the public and in key sectors as follows:

- November to December 2023 – Survey of the general population
- May to June 2024 – Survey of the general population
- May 2024 – Survey of the International Business sector
- August to September 2025 – Survey of the Hospitality sector

With the expanded ARS work taking place throughout the 4 EEZs, the name of the authority needed to also be rebranded from solely referring to the "Uptown" area or Northeast Hamilton EEZ. As such, in April 2025 the UDA formally rebranded from the Uptown Development Authority to the Urban Development Authority further aligning with its core remit of facilitating Approved Residential Schemes throughout the 4 EEZs in order to regenerate those zones while simultaneously solving Bermuda's housing challenges.

Of the 31 opportunity development sites identified throughout the 4 EEZs, the UDA have selected key sites to develop high-level conceptual designs for as catalysers to engage perspective investors and developers through promotion and marketing. These sites, developed based on the market research surveys conducted, have also been costed by professional Quantity Surveys providing key real estate development data. 7 sites have development concepts providing the potential for close to 350 residential units to be brought to the market if executed.

Promotion and marketing of Bermuda's development opportunities is key to progressing economic development. Thus, in May 2025, the UDA held the first Annual Bermuda Infrastructure & Development Summit themed "Breaking Ground: Shaping Bermuda's Built Future". Held during 2025 International Economic Development Week the summit had key development industry stakeholders, both local and international, in one room to discuss the opportunities for development in Bermuda, as well as synergies, challenges, gaps, and solutions for action. The second annual summit will be held in May 2026.

In June 2025, the Bermuda Government's Director of the Economic Development Department was seconded to the BEDC to further the work of the UDA with his knowledge and experience leading the Government's economic development efforts.

November 2025 saw the UDA partner with the BEDC, the Bermuda Business Development Agency, and the Economic Development Department to market the UDA and the ARS to a global audience under the collective partner brand of "Invest In Bermuda".

Most recently, the UDA held the BUILD Mixer in December 2025 to continue engagement with the design and development industry in Bermuda and to progress the need to reduce building costs. International experts on alternative building technologies and techniques spoke to attendees of the mixer, visit opportunity development sites across the 4 EEZs, and met with key public and private stakeholders while on island. Concurrently the UDA launched an updated website at the mixer to enhance its development promotion and marketing efforts both locally and internationally.

Progress continues to be made on residential development real estate opportunities within the EEZs. The UDA continuously promotes and markets ARS development opportunities, both locally and globally, and continues to meet with developers, investors, realtors, property owners, and stakeholders, both local and international. 2 ARS applications have been received to date and are being facilitated with the developer with another one anticipated soon.

Action Item: BEDC

- Create Government Guarantee for ARS developments.

In March 2024, the Bermuda Government launched a new initiative to support residential development in the island's Economic Empowerment Zones (EEZs). Backed by a $50 million government guarantee, the program is designed to make it easier for Bermudians to build or improve homes in these areas.

HSBC Bermuda, Clarien Bank, and Bermuda Commercial Bank have partnered with the Government to offer better interest rates to eligible applicants, helping to make financing more accessible.

This initiative builds on the residential development scheme introduced by the Bermuda Economic Development Corporation (BEDC) in 2022, which aims to improve the quality and availability of housing in Bermuda's EEZs.

Action Item: BEDC

- Develop a feeder from EDD and BDA on potential international investors/clients.

Strengthening Collaboration to Drive Development

The Bermuda Economic Development Corporation (BEDC) continues to work closely with the Economic Development Department (EDD) and the Bermuda Business Development Agency (BDA) to support new development opportunities across the island.

A strong referral system is now in place, with BEDC regularly receiving leads from both EDD and BDA. The teams meet often to explore and advance potential projects.

To further support this work, EDD's Director has been seconded to BEDC, helping to move forward key initiatives like the Urban Development Authority (UDA) and the Approved Residential Scheme (ARS), along with other development efforts.

Action Item: BEDC

- Marketing internationally of development opportunities in Bermuda.

Promoting Investment in Bermuda's Empowerment Zones

The Bermuda Economic Development Corporation (BEDC) and the Urban Development Authority (UDA) have been actively promoting development opportunities in Bermuda's Economic Empowerment Zones (EEZs) to attract international investment.

These opportunities have been featured in well-known global publications that align with our target investor audience, including:

- The Bermuda Business Review
- Global FDI Reports Gulf News
- Foreign Policy

We've also showcased EEZ development potential at major international sporting events hosted in Bermuda, such as:

- The Butterfield Bermuda Championship
- The ICC Americas Men's T20 World Cup Final
- The Concacaf (FIFA World Cup) Qualifiers

In May 2025, BEDC hosted the first annual Building Infrastructure and Development Summit, bringing together stakeholders to explore EEZ opportunities. BEDC also built valuable connections with potential investors and developers at:

- GEC+ in Indianapolis (June 2025)
- Leadership Exchange in Dubai (July 2025)
- IEDC Conference in Detroit (September 2025)

Looking ahead, the Bermuda Business Development Agency (BDA) will continue to promote EEZ opportunities during its Investment Promotion Roadshows.

To make information more accessible, the www.uda.bm website is currently being upgraded to provide on-demand access to development resources and opportunities.

Action Item: BEDC

- Increase in the development of products and service to foster take up.

Advancing Innovative and Affordable Development in Bermuda

The Bermuda Economic Development Corporation (BEDC) and the Urban Development Authority (UDA) are actively exploring new ways to reduce construction costs and support sustainable development in Bermuda's Economic Empowerment Zones (EEZs).

Key initiatives include:

- Research into alternative and modular building materials, with outreach to international suppliers to assess their suitability for Bermuda.
- Planning for the Alternative Building Materials Expo in November, which will showcase innovative solutions for affordable construction.
- Strategic meetings with stakeholders and industry partners to explore housing and development opportunities.
- Cost estimates received for conceptual designs on identified development sites.
- Presentation to the International Business (IB) sector on housing survey results, with market data now available for investors and developers.
- Completion of a housing survey for the hospitality sector, with data soon to be shared to support investment decisions.

To help reduce upfront costs for developers:

- BEDC/UDA has created conceptual development designs for 7 sites across the 4 EEZs, with 3 more in progress for SEHEEZ, SEEZ, and SGEEZ.
- These designs help lower architectural planning costs and speed up project development.
- BEDC/UDA continues to conduct housing market research to support proposed developments, with data available from Bermuda's general population, the International Business sector (ABIR, ABIC, BILTIR), and the Hospitality sector (BHA, BTA, BCC).

To make development opportunities more accessible:

- BEDC/UDA has launched interactive platforms showcasing available sites and data:
  - Platform 1
  - Platform 2
- The UDA website is being redesigned to include key data and information for all four EEZs, expanding beyond its current focus on NEHEEZ.

Action Item: BEDC

- Increase in the number of residential dwellings.

Progressing Residential Development in Empowerment Zones

Work to support residential development in Bermuda's Economic Empowerment Zones (EEZs) is ongoing. The Bermuda Economic Development Corporation (BEDC) and the Urban Development Authority (UDA) are currently facilitating two formal applications for Approved Residential Schemes (ARS) in the Northeast Hamilton EEZ (NEHEEZ).

In addition, BEDC/UDA is actively working with another property owner to prepare and submit a third formal application. These efforts are part of a broader strategy to increase quality housing and investment in Bermuda's EEZs.

Action Item: EDD

- Expansion of Approved Residential Schemes

Expanding Residential Development Opportunities in Hamilton

As of April 1, 2024, the Bermuda Government expanded eligibility for Approved Residential Schemes (ARS) beyond the Economic Empowerment Zones (EEZs) to include the City of Hamilton. This change was made official through the Economic Development Amendment Act 2024, which updated the original Economic Development Act 1968.

To support this expansion, the Approved Hamilton Residential Scheme (AHRS) Policy Document was published by the Economic Development Department (EDD) in September 2024 and is now available on gov.bm.

This policy allows a broader range of investors, including non-Bermudians and exempted companies, to participate in residential development within Hamilton, helping to revitalize the city and stimulate economic growth.

Progress to Date:

- Approved Hamilton Residential Scheme (AHRS) has already been granted.
- The policy is now fully in effect, and applications are open.

Action Item: BHC

- Residential Building Programme

Advancing Residential Projects Across Bermuda

Progress continues on several key residential developments aimed at improving housing availability and quality across Bermuda:

- Harmony East Units: These units were completed in July 2025 and all have been occupied.
- Battery Road, St. David's: Construction is underway on the 12 new modern units totally 9,400 square feet. The building will consist of 6 studios, 4 two bedrooms and 2 uniquely designed one bedroom units. Budget of $3.75M with expected completion in August 2026.
- Chelsea Apartments: Construction on the interiors began in August 2025. It is undergoing major renovation that will see a two apartment building transformed into 2 three-bedroom and three two-bedroom homes. The overall refurbishment will cost $2.3M and is on track for completion in the second quarter of 2026.
- Middle Town, Pembroke: Browne House comprises a four-room rooming house, which remains fully occupied, and four two-bedroom apartments. The current phase is limited to four residential units only. Construction began

on September 11th and is expected to be completed January/February 2026 with a budget of $775,000.

- Harmony Terrace North – 16 new studios with construction starting as soon as building permit is issued by planning department. Completion would be approximately 10 months from start of work.

Private Sector Refurbishment Programme-(PSRP)

Many units across the Island remain empty not because there is no demand but because the cost of the necessary renovations places refurbishment out of reach for many homeowners. The PSRP bridges that gap by offering up to $125,000 in interest-free funding to refurbish units currently unfit for occupancy. Repayment is made from rental income over the first five years of the seven year lease between BHC and homeowner. Through this process the landlord benefits from guaranteed rental income, BHC ensures units is kept in good order, outside of normal wear and tear and conducts inspections at one-month, six months and annually.

To date, 48 landlords have registered interest, 32 properties assessed, 11 were withdrawn due to extensive repairs being required, two were turnkey and moved directly into the Private Sector Rental Programme and eleven are awaiting the completion of legal and ownership documentation. Four units are currently under legal review, and one progressed to tendering stage and three progress to contract with work to begin in early January 2026.

Action Item: BDA

- Determine Expansion Barriers and work to mitigate risk.

Strengthening Bermuda's Business Environment

The Bermuda Business Development Agency (BDA) is working to identify and remove barriers that limit business growth and investment. Through close engagement with industry stakeholders and data-driven analysis, the BDA is assessing regulatory, operational, and market challenges to develop targeted solutions.

This initiative is designed to:

- Reduce business risks

- Boost investor confidence
- Support sustainable growth
- Keep Bermuda competitive and resilient in a changing global landscape

Recent Updates:

- Narrative Research has been engaged to assess industry barriers and help shape policy recommendations.
- The BDA is collaborating with law firms and hedge funds to explore new investment products and strengthen Bermuda's asset management sector.
- The Minister will meet with industry leaders in late 2025 to review findings and discuss next steps.

Action Item: BDA

- Develop marketing strategy for trust business expansion.

Promoting Bermuda as a Premier Trust Jurisdiction

The Bermuda Business Development Agency (BDA) is developing a targeted marketing strategy to grow Bermuda's trust and private client services sector. By analysing market trends, engaging with stakeholders, and conducting outreach in key jurisdictions, the initiative aims to showcase Bermuda's strengths as a leading trust domicile.

The strategy will include:

- Tailored messaging for global audiences
- Strategic partnerships
- Promotional campaigns to attract new business and enhance Bermuda's international visibility

Recent Updates:

- The High-Net-Worth (HNW) Steering Committee hosted a roundtable at the STEP Bermuda Conference in October 2025. Feedback from this session is now under review to guide next steps.

- The BDA is strengthening its international presence in key markets and has assigned dedicated resources to advance HNW service initiatives.
- Draft strategies for each pillar of the plan have been developed and are currently under review by the BDA Board before being submitted to the Ministry.
- We have established a disciplined strategy to ensure Bermuda is consistently and accurately represented in key markets, with all activity aligned to the Trust industry and our wider priority pillars.
- At major conferences and events, our industry partners join us on panels and in meetings, helping extend our reach, strengthen relationships, and demonstrate Bermuda's strengths firsthand.
- This collaboration continues year-round through interviews, thought leadership, and media engagement, supported by Violet PR. Events like the London Forum show how industry participation brings authenticity and credibility to our message. Some of the publications that the BDA has appeared in over recent months include:
- The Intelligent Insurer, David Parker and James Robinson (5 Dec 2025) Over 11,000 unique readers each month, providing strong visibility across the global re/insurance sector.
- Insurance Business – "BDA brings reinsurance and insurtech agenda to London Forum" (21 Nov 2025) 100k+ monthly readers; high relevance to reinsurance and insurtech markets.
- AM Best TV – "Asian Insurers Look to Bermuda as Life Insurance Sector Booms" (15 Oct 2025) Over 29,000 unique readers each month; oldest and most widely recognised provider of ratings, financial data, and news with an exclusive insurance industry focus.
- Hot Telecom – "SNW 2025 HOTShot Series – Redefining Global Connectivity" (13 Oct 2025) Targeted telecom sector reach; strong alignment with Bermuda's connectivity narrative.
- Telecom Ramblings– "Bermuda Targets Global Tech Leaders Following Google's Two Subsea Cable Announcements" (6 Oct 2025) Leading telecom infrastructure publication with a highly engaged subsea and data-infrastructure audience.

- Investor's Hangout – "Bermuda's Vision for Global Connectivity Through Subsea Cables" (6 Oct 2025) Broad investment-focused readership
- Fast Mode, Subsea Fiberoptic Cables in the Age of AI, Environmental Resilience and Geopolitics, by Korrin Lightbourne
- Our new website is central to this work, providing a clearer, more accessible digital presence and making it easier for investors to find information on each pillar.
- All our outreach, whether through events, media, or advertising, drives audiences to the website to explore detailed information about Bermuda's value proposition.

Support and Enable Growth of Employment Industries
Wholesale and Retail.

Action Item: BEDC

- Increase retailers' e-commerce capabilities and completing BEDC online marketplace.

ByBermuda Virtual Marketplace Supporting Local Businesses

The ByBermuda Virtual Marketplace is helping Bermudian small and medium-sized enterprises (SMEs) grow by providing an online platform for businesses that may not have their own website or e-commerce presence. It also gives them valuable exposure to markets beyond Bermuda.

As of June 30, 2025:

- 65 businesses/sellers are active on the platform
- 85 users/customers have signed up
- $14,501 in total sales have been generated

This initiative continues to support local entrepreneurship and expand opportunities for Bermudian businesses in the digital economy.

Action Item: BEDC

- Increase retailers' e-commerce capabilities and completing BEDC online marketplace.

Supporting Entrepreneurship and Reducing Barriers for Bermudian Startups

The Bermuda Economic Development Corporation (BEDC) is leading the development of the National Entrepreneurship Strategy in partnership with the Ministry, incorporating key stakeholder recommendations to support local business growth.

As part of this work, BEDC proposed a new concession to the Ministry of Finance during amendments to its own Act for Payroll Tax, Insurance, Private Pension Concession for the first 12 months. Awaiting consideration of this by finance.

Current Concessions Offered by BEDC:

- New Start-Ups: Employer payroll tax relief for 4 tax periods (1 year)
- New EEZ Businesses: Employer payroll tax relief for 9 tax periods (2.25 years)

Impact to Date:

- Since 2018/19, 103 New Start-Up applications have been approved, creating 198 new jobs.
- Since 2007/08, 47 EEZ businesses have been approved. From 2018/19 alone, 30 new EEZ businesses have created 290 jobs with the support of this concession.

These efforts reflect BEDC's commitment to reducing barriers, supporting entrepreneurship, and driving job creation across Bermuda.

The same impact to assist business formation in Bermuda could happen if similar concessions apply to social insurance and private pension contributions as startup costs from overhead are excessively high in Bermuda.

BEDC is facilitating the National Entrepreneurship Strategy for the Ministry, and these recommendations will be included in the strategy.

Action Item: BEDC/EDD

- Removing potential barriers to business development.

Supporting Entrepreneurs by Removing Barriers to Business

The Bermuda Economic Development Corporation (BEDC) continues its mission to support entrepreneurs by identifying and addressing the barriers that can limit business success. This work is ongoing and spans both products and services.

BEDC provides targeted support to help businesses overcome common challenges:

- Tax and duty barriers: Removed through BEDC's concession products
- Financial barriers: Addressed through BEDC's financial products
- Skills barriers: Tackled through BEDC's incubator programmes
- Knowledge barriers: Reduced through BEDC's education programmes
- Overhead barriers: Minimized through BEDC's infrastructure support
- Connection barriers: Bridged through BEDC's networking opportunities

Action Item: BEDC

- Offering individual business assistance by 5% annually.

Goal is to move from the baseline of take up of 94 financial and operational assistance products/services in 2024 to a target of 99 financial and operational products/services used in 2025.

Currently at 64 total products used until October 13th 2025.

Products are:

- Businesses registered - 246 businesses
- Microloans - 11 approved - $ 294,000.00
- Vending Licenses - 41 approved
- Loan Guarantees - 0 approved
- New Startup Payroll Tax Relief - 11 approved - 29 new jobs
- EEZ Payroll Tax Relief - 1 approved - 3 jobs
- EEZ Customs Duty Deferment - 0 approved
- Customs Letter of Credit - 0 approved

Action Item: BEDC

- 5% increase in number of BEDC products utilised annually.

Tracking Business Support Product Usage

The Bermuda Economic Development Corporation (BEDC) continues to provide a range of support products to help businesses grow and succeed. The goal is to increase usage from 94 products in 2024 to 99 products by the end of 2025.

As of October 13, 2025, a total of 64 products have been used, showing steady progress toward the annual target.

Product Usage to Date:

- Businesses Registered: 246
- Microloans Approved: 11 (Totalling $294,000)
- Vending Licenses Approved: 41
- Loan Guarantees: 0
- New Startup Payroll Tax Relief: 11 approved (Creating 29 new jobs)

- EEZ Payroll Tax Relief: 1 approved (Creating 3 jobs)
- EEZ Customs Duty Deferment: 0
- Customs Letter of Credit: 0

There was no product usage recorded for Customs Duty Deferment or Letters of Credit in 2023 or 2024, but efforts continue to raise awareness and encourage uptake.

This initiative remains a work in progress, and BEDC continues to support entrepreneurs in accessing the tools they need to thrive.

Action Item: BEDC

- 90% of entrepreneurship advisory meetings are satisfactory.

Maintaining High Satisfaction in Business Support Services

The Bermuda Economic Development Corporation (BEDC) is committed to delivering high-quality support to entrepreneurs and small businesses. The goal is to maintain a satisfaction rate of 90% or higher.

Between January 1 and October 13, 2025, BEDC received 56 responses from clients who used its services or attended advisory meetings. Of those, 89.3% rated the service as “good” on a scale of good, neutral, or poor.

While slightly below the target, this result reflects strong overall satisfaction and BEDC continues to work toward improving service delivery and client experience.

Accommodation and Food Services

Action Item: BTA

- The BTA will: Work with transport to improve domestic transport capabilities.

Using Visitor Feedback to Improve Transportation Services

The Bermuda Tourism Authority (BTA) surveys visitors to capture important insights about their on island experience, including how well Bermuda's transportation system meets their needs. Over the six-year period from 2019 to 2024, the percentage of visitors who stated they were completely satisfied declined significantly across most transport modes: in 2024 bus service = 54%, taxi service = 49% and ferry service performed more strongly, with a 2024 satisfaction rate of 65%. These results indicate that improvements are needed to increase reliability, convenience, and overall service quality, particularly for land based transportation, which many visitors depend on to move between accommodations, attractions, and dining areas. Strengthening the transportation experience is also important because it directly influences visitor mobility, spending, and overall satisfaction.

To improve public transportation outcomes and strengthen the visitor experience, the Ministry of Tourism & Transport, Culture & Sport has advanced several key initiatives focused on reliability, sustainability, customer convenience, and a modernized framework. The transition to electric buses has already supported greater system stability, with 70 of 110 buses now strengthening fleet availability by replacing older diesel units that were more prone to breakdowns and service disruptions. A further 20 electric buses are expected in early 2026, which will create more assurance of reliability, improve resilience during peak tourism periods, and reinforce Bermuda's sustainability goals by reducing emissions and modernizing public infrastructure. On the marine side, the acquisition of two modern, 550 passenger ferries increases seating capacity and enhances service dependability, offering visitors a more comfortable and efficient travel option while also improving the system's ability to manage large passenger volumes during major events and high demand periods.

Complementing these operational upgrades, new transportation legislation expected in the first quarter of 2026 aims to expand transportation access while preserving the integrity of the existing framework and protecting key stakeholder groups, particularly the taxi industry, through a dispatching model that gives taxi operators first preference on calls. Finally, the rollout of digital fare media, known as Shorelink, in 2024 introduced cashless payment options for buses and ferries, removing barriers for visitors who may not carry local cash and improving speed and convenience at the point of travel. The real-time information feature further strengthens the user experience by allowing passengers to track service updates, plan journeys more confidently, and reduce uncertainty, collectively supporting higher satisfaction and a more seamless transportation experience while visitors are on the island.

Action Item: BTA

- Work with transport on the expansion of air routes and cruise calls.

Enhancing Airlift and Cruise Connectivity for Bermuda

Since the launch of Bermuda's Economic Development Strategy, the island has experienced significant growth in airlift capacity. Over the past two years, total airline seats have increased from 355,842 in 2022 to an estimated 537,648 in 2025, representing a 51% increase. Over the same period, the number of origin markets served has more than doubled, expanding from 10 cities in 2022 to 22 cities in 2025.

The Bermuda Tourism Authority (BTA) continues to work closely with key stakeholders to ensure that airlift expansion aligns with visitor demand and supports the long-term sustainability of routes. Following COVID, air capacity has now rebounded to approximately 92% of 2019 levels. With hotel inventory currently at roughly 75% of 2019 levels, this demonstrates Bermuda's success in growing air capacity.

The entry of BermudAir has significantly diversified Bermuda's air service footprint, expanding the number of routes beyond traditional legacy markets. New services now include Canadian routes from Montreal and Halifax, expanded access from New York via Westchester and LaGuardia, and additional U.S. gateways such as Orlando and Baltimore.

Looking ahead, the BTA is undertaking a detailed assessment of the incremental airlift required to support the reopening of the Fairmont Southampton. The findings from this analysis will inform Bermuda's air service development strategy and guide discussions with airline partners to ensure adequate capacity is in place to accommodate projected visitor growth.

In 2025, the Ministry of Tourism formally tasked the BTA with leading the Bermuda Air Service Development Committee. This cross-agency committee includes representation from the Bermuda Airport Authority, the Bermuda Hotel Association, and Skyport Bermuda, and is focused on coordinated planning and execution of the island's airlift strategy.

Historically, cruise call data was not included in BTA reporting, as cruise scheduling fell under the remit of the Ministry of Transport, which operated separately from the Ministry of Tourism. With the recent consolidation of these portfolios, the BTA will now

begin reporting on changes in scheduled cruise calls as part of a more integrated approach to visitor access and transportation planning.

Action Items: BTA

- Develop a robust year round calendar of events.
- Expand and support cultural, culinary, wellness, and heritage experiences with emphasis on October–March during our shoulder season, working directly with local stakeholders to make offerings immersive and easily bookable.

Expanding Bermuda's Year Round Visitor Appeal

The BTA has been able to increase visitation in the non-summer season when comparing 2024 with 2019. In 2019, 42.3% of visitors visited during the shoulder season, in 2024 this figure rose to 46.9% - a 10% increase.

BTA shifted focus from passive show-and-tell or self-guided activities to immersive guided heritage and cultural experiences. They worked with the Bermuda National Trust and Mitchell House to transition from self-guided tours to interactive, guided tours led by local interpreters.

In an effort to expand beyond sun and sand experiences, the BTA placed a fresh emphasis on the Arts, Culture and Heritage which can attract and entertain visitors year-round. The introduction of Art Month in 2022, and the enhancement of the decades old Restaurant Weeks and Spa Month have provided additional heritage events such as the Peppercorn Ceremony and National Trust Walkabout celebrate Bermuda's history through pageantry, guided tours, and cultural storytelling.

Another success story is the evolution of Bermuda Restaurant Weeks, which expanded beyond prix-fixe menus to feature stakeholder-led signature experiences such as cultural dining nights with weekly live entertainment, farm-to-table collaborations, and themed signature dinners. Additionally, Spa Month has leveraged the growing traveler wellness trend by providing wellness-focused packages and treatments during the shoulder season.

Leveraging critical partnerships, they worked with NCL and the Corporation of St. George's to enhance the visitor experience in the East End through two commissioned

public murals (one with an AR feature), live cultural entertainment including the ducking reenactment and Town Crier. What's more, as part of their relationship with the BLMC, they enhanced the western cruise port area with free historic walking tours and pirate greeter activation.

Island-wide, the BTA supported live entertainment, with weekly performances across all cruise ports; implemented weekly, Saturday "Gombeys in the City" activations in Hamilton and introduced seasonal entertainment at partner venues during the quieter months. In the culinary and cultural space, the organisation piloted three new bookable winter experiences between January–March 2025.

The efforts towards ensuring an immersive experience by guests have not gone unnoticed. In 2023 36.2% of visitors stated that they were completely satisfied with Cultural and Historical attractions, by Q2 2025 this figure rose to 41.7% - a 15% increase.

Action Items: BTA

- Increase visitor attraction through signature events.
- Leverage major sporting and cultural events as anchor experiences that drive visitation and international media attention.

Signature Events Driving Tourism and Global Exposure

Signature events play a significant role, not only as a means to encourage visitation and spending but also provides exposure to drive future travel.

The BTA has consistently looked for ways to refine and improve existing signature events, while looking for new events that can become mainstays in the island's annual calendar. Highlights include the Chubb Triangle Challenge and Bermuda Triple Challenge, which draw international athletes for obstacle course races and triathlons, positioning Bermuda as an active adventure destination.

Dedicated visitor activations at Bermuda Day and Cup Match offer hospitality, cultural programming, and live entertainment at two of Bermuda's most meaningful celebrations. Carnival in Bermuda features multi-day fetes, live soca performances, and the Parade of Bands, attracting regional and international visitors; Art Month showcases local artists through public murals, exhibitions, and live art demonstrations; and Apex Sail Grand Prix, the Triple Crown Billfish Championship and PGA TOUR Butterfield

Bermuda Championship provide high-value sports tourism and significant international broadcast exposure. Heritage events such as the Peppercorn Ceremony and National Trust Walkabout celebrate Bermuda's history through pageantry, guided tours, and cultural storytelling.

As the island has rebounded from the Covid era restrictions, the island's signature events have played a pivotal role in increasing visitation. In 2024, the following events experienced their best participation post covid: Newport Bermuda Race (1,380 participants), the Triangle Challenge (1,199 overseas visitors) & Butterfield Bermuda Championship (1,800 non-resident attendance).

Action Items: BTA

- Increase marketing campaigns to encourage locals to vacation on island.

Growing Interest in Bermuda Among Potential Visitors

The Bermuda Tourism Authority (BTA) continues to monitor and measure interest in Bermuda among potential travellers in key target markets. As of June 30, 2025, 29.1% of potential visitors indicated they are considering a trip to Bermuda, up from 27% in 2024.

This data comes from comprehensive ROI and awareness research, which helps the BTA understand how marketing efforts are influencing travel consideration. The increase reflects growing interest in Bermuda as a destination and supports ongoing efforts to attract more visitors year-round.

Action Items: BTA

- Tourism Standards & Training AnchorBDA Programme

Empowering Bermuda's Hospitality Workforce Through AnchorBDA

AnchorBDA was created by the Bermuda Tourism Authority (BTA) to establish the island's own industry-recognised designation to empower residents.

This designation is a complete suite of certified courses for the hospitality and tourism industry that will enhance participants' knowledge of the industry, ensure consistent service standards and ensure Bermuda remains competitive in a global market and empower specialists with tools to deliver exemplary customer service experience.

The Bermuda Tourism Authority has achieved City & Guilds Assured quality mark for the AnchorBDA Program - An 'Assured' status is only awarded to programs that meet City & Guilds strict benchmark standards, demonstrating commitment to quality training.

Anchor Debuted in 2023 as part of the BTA+ platform, allowing participants to complete a six-module self-paced course. In 2024, 126 people completed Anchor, with the 2025 figure totaling 140 year-to-date, for a total of 266. Taxi drivers have been the main participants beneficiaries in the programme, while more targeted sessions are provided for hotels and other service providers in the hospitality industry.

Although participation in AnchorBDA has grown steadily, there is still an opportunity to ensure that more members of the tourism ecosystem benefit from the programme. The programme serves as a valuable tool to elevate customer service industry-wide, supporting training and education for both locals and guest workers.

Action Items: BTA

- Tourism Standards and Training Initiative BTA+ Learning Platform

BTA+ Gateway to Tourism

The Bermuda Tourism Authority has launched BTA+, an online learning platform designed to support Bermuda's tourism industry. It offers easy-to-access training and educational courses that help individuals, businesses, and partners build the skills needed to deliver outstanding visitor experiences.

The goal of BTA+ is to strengthen Bermuda's reputation as a world-class destination by creating a knowledgeable and confident workforce. The platform features interactive and engaging lessons, including the popular AnchorBDA courses, which users can complete at their own pace.

So far, 895 users have signed up and completed over 400 courses, showing a strong commitment to learning and growth across the industry.

Focus on Growth Opportunities and New Businesses
Agriculture

Action Items: DENR

- Execution of the integrated Agriculture Strategy.

Integrated Agriculture Strategy: Progress and Future Direction

The Integrated Agriculture Strategy aims to secure Bermuda's food and nutritional resilience by reducing reliance on imports, modernising farming practices, and promoting sustainability. It focuses on expanding local production through technologies like hydroponics and aquaponics, diversifying into livestock, aquaculture, and honey, and improving soil and water health. The strategy also seeks to strengthen value chains, create jobs, and attract youth and private investment while updating policies to protect arable land and modernize regulations.

Significant progress has already been made. A GIS-based arable land audit was completed in 2023, and post-harvest storage infrastructure has been upgraded with six functioning chill rooms. Plant inspection facilities and diagnostic equipment have been modernized, and pest and disease surveillance programs are operational. Policies to review customs tariffs and exempt permit fees for registered farmers are near completion. Additional actions include feral bird control programs, new ice machines and various pallet lifting equipment to maximise storage in chill rooms, and initiatives to promote local produce and pollinator recovery. These achievements lay a strong foundation for further implementation of the strategy's goals.

Action Items: DENR

- Onboard agriculture specialist to support and assist with agricultural development.

Strengthening Bermuda's Agriculture through Expert Support

Bermuda has engaged a highly experienced agricultural consultant to support its farming community. With a strong background in agricultural science, including previous roles in crop extension and local agricultural management, this expert brings invaluable knowledge to the island.

During regular visits, the consultant works closely with farmers, offering practical guidance and tailored support. Key contributions include:

- Publishing quarterly newsletters with updates and best practices
- Introducing new crop varieties to extend Bermuda's growing season
- Identifying nutrient deficiencies and recommending treatments
- Diagnosing pest and disease issues
- Conducting nematode studies
- Meeting with farmers individually to provide personalized advice

This ongoing work plays a vital role in strengthening Bermuda's agricultural sector and promoting sustainable farming practices.

Action Items: DENR

- Provide direct support to farmers and examine what other measures may be taken to support existing agriculture activity

Growing Bermuda's Agriculture

Efforts to support Bermuda's agriculture sector continue to grow through a range of initiatives aimed at improving productivity, protecting crops, and promoting local produce.

To help manage the island's feral chicken population, two additional contractors are due to be hired from January 2026, and a new reporting app has been introduced to make it easier for the public to report sightings and to see when the Department responded to their reports and how many chickens were culled. A pilot study led by the Board of Agriculture and local farmers is underway to test control methods. The Department has procured one hundred (100) traps that are being made available to the public at a subsidized cost of $100. The public can report trapped birds via the new app. Also a deterrent chemical, based on grape skins, is being trialled to protect certain crops such as corn.

A Board of Agriculture proposal for the Minister to approve a pilot study for farmers to control feral chickens on their farms using sedative baits is currently being reviewed. Government is devising a training programme for the farmers and is also anticipating any potential liability resulting from misuse of the sedative baits.

The Agricultural Service Centre (ASC) is being restocked and maintained to ensure it remains fully operational and ready to support farmers.

As part of a broader government initiative to promote local produce, an analysis is being conducted to compare the nutritional benefits of Bermuda-grown crops with imported alternatives. This research will help raise public awareness of the value of buying local.

In addition, a new policy is being developed to waive permit fees for registered farmers that are issued by the Department of Environment and Natural Resources (DENR). It's also worth noting that businesses focused on food security already benefit from duty-free status under CPC 4215.

DENR's Hydrogeologist is also working towards a prototype technical demonstrator to develop a system to collect fresh groundwater where lens is thin using technology to prevent saline ingress for water storage containers adjacent to crops.

Agriculture Reserve Audit: Highlighting Ag. Reserve areas over Bermuda and their current uses. Due to be published once stakeholders approve.

Action Items: DENR

- Revise and update the existing Crop and Dairy Industry Strategies.

Noting that DENR is currently focusing on implementing the many objectives listed under these strategies. A draft Dairy Strategy for 2025 is currently being reviewed internally.

Action Items: DENR

- Redevelop the Agricultural Service Centre as a modern facility to provide support to all facets of the local agricultural sector.

Over the past six months, Public Lands & Buildings has completed a revised Quantity Survey, including an updated quotation and work plan, the first major update in two years. These steps mark important progress toward a new building project.

The team plans to begin the tendering process in 2026, with the goal of awarding the construction contract later in 2026. Once construction begins in 2026, the project is expected to take approximately 14 to 16 months to complete

Blue Economy

Action Items: DENR

- Execute the Blue Ocean Prosperity Plan.

Being executed and has resulted in the Draft Marine Spatial Plan and the Blue Economy Strategy

Action Items: DENR

- Complete the multi-phase Bermuda Ocean Prosperity Programme (BOPP) public consultation process.

Consultation process was completed. Additional consultation has been occurring since February to address concerns by the FAB, specifically.

Action Items: DENR

- Develop and finalise the Marine Spatial Plan as a legal tool to manage the use of our ocean resources.

Draft Marine Spatial Plan is completed. This cannot be considered further until the framework document, the Marine Development Act (MDA) has been drafted and enacted.

Action Items: DENR

- Produce and implement the Marine Development Act ('MDA")

Cabinet provided approval for the MDA to be drafted in Sept 2025. Drafting instructions are due to be finalised in December 2025 before being passed to Attorney General's Chambers for drafting in early 2026.

Action Item: DENR

- Complete the development process of the blue investment facilities to drive investment and growth of Bermuda's Blue Economy Strategy.

The draft Blue Economy Strategy has been prepared but the proposed actions within cannot be formally progressed until the MDA has been adopted.

Climate Risk

Action Item: BDA

- Establish a working group to execute Bermuda's climate Risk Finance Strategy.

The Bermuda Business Development Agency (BDA) is taking a major step forward in advancing climate resilience and sustainable finance through the creation of a dedicated Leadership Exchange for Climate Solutions. This group will bring together key stakeholders from both the public and private sectors to lead the implementation of Bermuda's Climate Risk Finance Strategy.

The Leadership Exchange will focus on driving collaboration, aligning regulations, and attracting climate-focused investment. With clear goals and structured coordination, it will help position Bermuda as a global leader in innovative financial solutions for climate resilience.

The BDA plans to launch Leadership Exchanges across all strategic pillars in Q4 2025, with stakeholder communications beginning in October 2025.

Action Item: BDA

- Host Climate Risk Finance Summits.

BDA will not host a Climate Summit in 2025. Climate will be integrated into the 2026 Bermuda Risk Summit

Action Item: DENR

- Facilitate the establishment of a Climate Change Adaptation Task Force to improve resilience of our built and natural environment.

Following on from the FCDO funded Smith Warner International Ltd Climate Change Assessment of Bermuda 2024 the next step is for Bermuda to prepare and to adapt to the forecast changes to climate and sea level rise. Government shall facilitate a Task

Force comprised of key individuals from Government Departments, private utilities and NGO's to help prepare-for and adapt-to such impacts. Although an internal secondment role did not attract the appropriate person this ~2-year facilitation role will be expected to be fulfilled by a consultant from outside of Government.

Action Item: BDA

- Continue to pursue climate risk finance opportunities in key global markets

Positioning Bermuda as a Global Leader in Climate Risk Finance

Bermuda is advancing its role in climate risk finance by exploring new opportunities in key global markets. Through strategic engagement with international investors, financial institutions, and policy forums, the initiative aims to establish Bermuda as a hub for innovative climate finance solutions.

Key efforts include promoting Bermuda's strong regulatory framework, building partnerships for sustainable investment products, and increasing the island's visibility at major climate and finance events.

In 2023/24, the Bermuda Business Development Agency (BDA) assessed opportunities to host or participate in a climate risk finance-focused event or roadshow. Current efforts are focused on raising Bermuda's profile in major financial centres such as London, New York, and Toronto. Dedicated resources have also been assigned to support ESG (Environmental, Social, and Governance) initiatives, with Business Development Managers creating targeted plans to drive progress in this area.

Action Item: BDA

- Engage law firms and asset management companies looking to invest in climate risk products.

Driving Investment in Climate Risk Finance

The Bermuda Business Development Agency (BDA) is working to attract global investment in climate risk finance by engaging leading law firms and asset management companies. Through focused outreach in key markets, the initiative highlights Bermuda's regulatory strengths and its reputation as a centre for innovative financial solutions.

Collaborative discussions are underway to develop high-impact, compliant investment vehicles that address global climate challenges while reinforcing Bermuda's role in sustainable finance.

Recent updates include:

- The BDA and Bermuda Monetary Authority (BMA) are jointly developing an ESG funds framework to boost Bermuda's competitiveness in sustainable finance.
- Consultations and follow-up meetings are ongoing with international regulators and industry partners as part of the BMA's Sustainable Finance Labelling Regime.
- The BDA continues global engagement, including participation in major asset management and digital asset events in New York throughout 2025.

Fintech/Insurance

Action Item: EDD/BDA

- Raise awareness of Bermuda's digital asset framework and develop consistent jurisdictional messaging for use across the sector at events and in meetings.

Strengthening Bermuda's Fintech Leadership

Each year, the Economic Development Department (EDD) publishes the FinTech Year-End Report, which provides a clear picture of Bermuda's progress in the field.

In 2023, Bermuda saw a marked increase in sector engagement: the number of registered FinTech-related companies rose from 53 in 2022 to 72 in 2023, reflecting increasing international interest in Bermuda's regulatory clarity and business environment.

Meanwhile, the number of entities licensed under the Digital Asset Business Act (DABA) increased by 50%, from 16 in 2022 to 24 in 2023, alongside four additional licenses under the Innovative Insurer General Business (IIGB) regime.

Notably, companies holding the most mature form of DABA authorisation – the Class F (Full) license – increased by 50%, rising from 8 in 2022 to 12 in 2023. This signals a growing commitment by established digital asset businesses to anchor themselves in Bermuda, enhancing its reputation as a trusted jurisdiction for sophisticated, regulated digital asset activity.

Relatedly, the Bermuda Business Development Agency (BDA) continues to play a key role in supporting the island's growing FinTech sector. As a result, Bermuda's presence at international conferences and events is continuously expanding, carrying a unified message that reinforces the island's leadership in FinTech and raises global awareness of its innovative approach.

As for the dedicated FinTech website, while the initial concept has been approved, no further development has taken place at this time.

Action Item: EDD

- Develop relationships with key technology law firms, consulting firms, incubators, accelerators and FinTech companies in target jurisdictions with the aim to raise awareness of Bermuda's digital asset framework and strong and agile regulatory regime.

Driving Innovation and Fintech Growth in Bermuda

Since 2022, the Economic Development Department (EDD) has led the Fintech Training Programme, offering free, internationally recognized courses to the entire community. These courses help Bermudians build valuable skills in the growing fintech sector.

Beyond online learning, the EDD has hosted lunch-and-learn sessions and webinars featuring industry leaders, creating opportunities for direct engagement and professional development.

In 2025, the programme expanded to include high school students, with the EDD funding summer internships for Fintech Signature students at Bermuda-based international companies, providing hands-on experience and career exposure.

Since 2023, the EDD has also sponsored major fintech events such as the International Tech Summit and the Bermuda Digital Finance Forum, helping to position Bermuda as a global leader in digital finance.

In 2024 and 2025, the EDD funded innovation sprints led by the Bermuda Innovation and Technology Association (BITA). These sprints supported rapid development of new ideas, helping startups and entrepreneurs test, refine, and scale their innovations. The initiative aligns with the EDD's mission to drive economic diversification and growth through targeted support.

The EDD continues to expand its network of expert speakers, hosting monthly tech and fintech webinars to keep the community informed and inspired.

Note: A separate initiative mentioned is not currently being pursued by the EDD. Summary data is available in the department's annual year-end report, and further clarification can be provided based on specific criteria.

Action Item: EDD

- Enhance support from the Government by expanding start up concierge services and continued evolution of the regulatory framework.

EDD Concierge Services: Supporting Clients with Timely and Reliable Service

The Economic Development Department's Concierge Services Section continues to meet key performance targets in its support of clients and government partners.

Timely Email Responses: Since implementation, the team has consistently responded to client emails within 24 to 36 hours, meeting its service commitment.

Information Sharing: The Concierge team provides requested information to the Department of Immigration (DOI), the Office of the Tax Commissioner (OTC), and the Department of Statistics (DOSI) within 24 hours of receiving completed documentation.

Application Turnaround Times:

- The three-day turnaround for OTC and DOSI applications is regularly achieved.
- The ten-day turnaround for DOI work permit applications has faced challenges since the launch of the Economic Development Strategy (EDS), and is not consistently met.

Ad Hoc Requests: The team consistently meets the 24-hour turnaround for ad hoc client requests.

Client Support: Concierge staff meet with clients within 48 hours of receiving work permit applications to explain the process, review submissions, and provide feedback, this KPI is consistently achieved.

Industry Resources: A comprehensive list of law firms, corporate service providers, and relocation experts has been developed to support clients—this KPI has been completed.

Policy Review: The team continues to review and suggest updates to policies and procedures. A recent proposal to bring work permit approvals in-house was considered but ultimately not adopted.

Action Item: EDD

- Raise the awareness of Bermuda's innovation sandbox and option to beta test clean tech solutions and initiatives (Climate, Finance and Capital Solution).

Fintech and Innovation Initiatives: Progress Update

The Economic Development Department (EDD) continues to support Bermuda's fintech and innovation ecosystem through education, training, and strategic partnerships. Below is a summary of recent activities and current responsibilities:

- Sandbox Case Study: A case study highlighting a successful sandbox project in partnership with a leading fintech research or training organization has not yet been developed. This initiative falls under the remit of the Bermuda Monetary Authority (BMA).
- Cleantech Sandbox Baseline: Tracking metrics such as application numbers, social media engagement, and event feedback for the cleantech sandbox has not yet begun. This responsibility also lies with the BMA.
- International Marketing Campaigns: The task of promoting Bermuda internationally as a fintech destination has been transferred to the Bermuda Business Development Agency (BDA), which leads jurisdictional marketing and promotion efforts.

Despite these transfers, the EDD continues to make significant contributions to fintech education:

- Since 2022, the EDD has hosted five cohorts of the Fintech Training Programme:
  - 2022: 8 participants
  - 2023: 12 participants
  - 2024: 22 participants
  - 2025: Two separate programmes were held, with 20 Bermudians graduating in total.
- In 2025, the EDD also funded summer internships for five high school students enrolled in the Fintech Signature Programme at the Berkeley Institute, supporting their academic and career development.
- Each year, the EDD hosts webinars and upskilling opportunities for community members interested in fintech, helping to build local expertise and awareness.

Support and Enable Growth of Economic Empowerment Zones

Action Item: BEDC

- Develop a robust marketing strategy to attract business, investors and developers to the zones as enablers to regeneration and development.

Promoting Development Opportunities in Bermuda's Economic Empowerment Zones

The Bermuda Economic Development Corporation (BEDC) and the Urban Development Authority (UDA) have actively promoted development opportunities in Bermuda's Economic Empowerment Zones (EEZs) through a variety of international channels.

These opportunities have been featured in well-known publications that align with Bermuda's target investment demographics, including:

- The Bermuda Business Review
- Global FDI Reports
- Gulf News
- Foreign Policy

In addition to media outreach, BEDC has leveraged international sporting events held in Bermuda—such as the Butterfield Bermuda Championship, the ICC Americas Men's T20 World Cup Final, and the Concacaf FIFA World Cup Qualifiers—to showcase development potential to global audiences.

In May 2025, BEDC hosted the first annual Building Infrastructure and Development Summit, focused on promoting EEZ opportunities. BEDC also participated in several key international events to build investor and developer connections:

- GEC+ in Indianapolis (June 2025)
- Leadership Exchange in Dubai (July 2025)
- IEDC Conference in Detroit (September 2025)

Looking ahead, the Bermuda Business Development Agency (BDA) will continue promoting EEZ development opportunities through its international Investment Promotion Roadshows.

To support these efforts, the UDA website (www.uda.bm) is currently being upgraded to provide on-demand access to development information and resources.

Action Item: BEDC

- Expand the NEHEEEZ to Southeast Hamilton.

Economic empowerment zones (EEZs) are designated areas where special plans and policies are implemented in order to relieve hardship or economic disadvantage or to assist disadvantaged persons or groups to achieve equal opportunity - economically, socially and physically - and to make the transition to full participation in the economic mainstream.

The PLP's 2020 Election Platform had a goal to transform the City of Hamilton into a livable city by fostering the development of apartment buildings in Hamilton that would enable young Bermudians to join the property ladder. The 2021 Economic Recovery Plan indicated as one of its priority economic initiatives to 'construct residential developments in Bermuda's Economic Empowerment Zones to increase supply of quality, affordable residential accommodation, driving down rental costs.' The Plan also included an initiative to 'create an economic empowerment zone in Southeast Hamilton by extending the existing zone in Northeast Hamilton.' The 2021 Throne Speech indicated in line with Bermuda's Economic Recovery Plan, the boundaries of the economic empowerment zone will be extended.

The Southeast Hamilton (SEH) area is an established commercial center that is less developed than the western half of the City of Hamilton. SEH comprises approximately six city blocks plus the cargo docks. The new EEZ is almost entirely within the limits of the City of Hamilton. The zone is bounded on the north by Victoria Street, the eastern boundary runs approximately along the eastern City boundary, the southern boundary by the Hamilton Harbour shoreline, and the western boundary by Court Street. The total area is approximately 41 acres, with 33 acres of developable land.

The zone has a diversity of businesses and agencies, particularly mature and resilient small businesses, as well as government offices, that employ Bermudians to a high

degree. The real estate in SEH is viewed as less expensive than in western Hamilton. The area is a highly visible transportation gateway to the City, but with little in the way of public parks or community spaces. Its alleyways provide good potential for an improved pedestrian network among diverse array of businesses. There is seemingly a ready supply of long-term parking although area businesses cite a lack of short-term parking.

The research conducted by BEDC considered that SEH was worthy of an EEZ designation as many of the businesses fit the small business archetype that EEZ's are designed to support and benefit. The research also concluded that there is a need for increased investment opportunities in the area to benefit the efficacy of the EEZ. Improvements and capital investments would not only increase business success and employment opportunities, but prospects for residential development in a mixed-use environment would increase the customer base within the zone. Combined with pedestrian linkages to the Northeast Hamilton Economic Empowerment Zone (NEHEEZ) and vehicular access in and out of the City, characterize the SEHEEZ as a well-connected district in which to live, work and play.

Approximately 80% (26 acres) of developable land is currently in use for commerce, including docks, parking lots and vacant land available for development. A sidewalk survey of the area indicated 183 business locations and 7 residential buildings; however, of the 183 business locations identified, 38 (21%) were currently empty. The occupied locations are mostly service-based businesses of various specialties, with a particular prevalence of salons/spas. Additional businesses include health-related services, retail stores, galleries/studios, restaurants, and construction/maintenance services, as well as some finance and international businesses along Front Street. A major vacant spot of 0.7 acres (the former Canadian Hotel) currently sits vacant at the junction of Reid Street and Court Street, although it has existing development plans for a business hotel to be constructed on site.

Designation as an EEZ allows for a variety of incentives to be accessed by qualifying business and property owners that meet the criteria and show need. Specific EEZ incentives currently available are as follows:

(i) BEDC EEZ Payroll Tax Concession;

(ii) BEDC EEZ Customs Duty Deferment.

(iii) Reduced land tax.

(iv) Reduced application fees on products.

(v) Preferential interest rates on funding; and

(vi) Approved Residential Schemes

Action Item: BEDC

- Shore up entrepreneurial skills and access to financial tools for entrepreneurs to ensure zone businesses achieve sustainability and growth.

On Track.

Action Item: BEDC

- Collect data regularly and make it publicly available as a tool for engagement, investment and decision-making.

On Track.

Action Item: BEDC

- Target 60% return on surveys by EEZ stakeholders.

A survey of EEZ businesses will be conducted in the summer of 2026 to collect up to date data. This survey will be conducted by student interns to enable them to gain solid economic development work experience.

Action Item: BEDC

- Host annual summit on state of EEZ's.

Research, planning, and prepping for a January/February 2025 summit to kick off the year.

Ensuring Bermuda is Business Friendly

Action Item: BDA

- Regular engagement with all sectors of the business community to identify barriers to business growth.

Maintaining Bermuda as an Open and Competitive Business Jurisdiction

The BDA is actively managing stakeholder relationships to ensure Bermuda remains open for business, responsive to industry, and competitive in priority markets.

Recent Progress:

- Bermuda Monetary Authority: Ongoing coordination on regulatory priorities, international positioning, and joint participation in key initiatives (Bermuda Risk Summit, Refocus, World Captive Forum). Industry feedback on legislative proposals has been shared, and a formal referral framework for 2026 is in development to improve investor navigation and speed to market.
- Corporate Income Tax Association: Engagement focused on clear communication and amplification of recent tax changes to reduce confusion and improve market understanding. CITA agreed to participate in selected BDA activities and missions, with a regular engagement cadence to be established.
- BILTIR: Structured engagement agreed, including bi-monthly working group updates aligned to BDA priorities and collaboration to advance Bermuda's International Life agenda in priority markets, including Japan. In December 2025, the BDA presented its proposed industry partnership plan to BILTIR's membership.
- ABIC: The Marketing team joins monthly ABIC-led meetings with key local associations and agencies to align calendars, explore collaboration opportunities, and discuss current industry topics. The BDA continues supporting ABIC's talent-development goals, sharing its annual travel plan and collaborating on initiatives that expand opportunities for Bermudians and businesses within international business.

- Narrative Research has been brought on board to support ongoing industry analysis, with more discussions planned between the Minister and asset management stakeholders later in 2026.

Next Steps:

- 2026 Focus: Formalising structured engagement frameworks, including the launch of Bermuda Leadership Forums and strategic stakeholder events, aligning joint activities and communications, and using stakeholder insights to strengthen competitiveness and ease of doing business.

Action Item: BDA/EDD

- Support business development in key industries and make concierge services available to businesses looking to expand and grow.

Advancing Business Development and Concierge Services in Bermuda

The Economic Development Department (EDD) and the Bermuda Business Development Agency (BDA) continue to strengthen Bermuda's business environment through targeted initiatives and service improvements.

The Business Development team has introduced new Key Performance Indicators (KPIs) for business incorporations and expansions, set to go live on April 1, 2025. To enhance client support, the BDA has created a Stakeholder Relationship Manager role focused on aftercare and identifying reinvestment opportunities. Meanwhile, the newly restructured Research & Intelligence team is taking a proactive, data-driven approach to identifying promising business prospects.

The EDD Concierge Services Section has consistently met several service delivery KPIs:

- Email Responses: Replies to client emails are consistently made within 24–36 hours.
- Information Sharing: Information is provided to the Department of Immigration (DOI), Office of the Tax Commissioner (OTC), and Department of Statistics (DOSI) within 24 hours of receiving completed documentation.

- Application Turnaround:
  - The three-day turnaround for OTC and DOSI applications is regularly achieved.
  - The ten-day turnaround for DOI work permit applications has faced challenges and is not consistently met.
- Ad Hoc Requests: These are consistently addressed within 24 hours.
- Client Support: Meetings with clients to review work permit applications and provide feedback are held within 48 hours of submission.
- Resource Development: A comprehensive list of law firms, corporate service providers, and relocation experts has been developed and is maintained by the Concierge Manager.
- Work Permit Process: The process for handling work permit applications for Concierge clients was successfully moved in-house and completed by April 1, 2024.

While the review and update of policies and procedures remains outstanding, a recent proposal to bring work permit approval fully in-house was considered but ultimately not adopted.

Additionally, the concept of an Innovation Hub—a shared space for FinTech, CleanTech, and InsurTech companies—has been addressed through existing BEDC facilities, which already offer shared workspaces and resources across the island.

Action Item: EDD

- Reduce outdated regulations that may hamper business expansion.

On-going, the EDD employs a legal consultant to advance legislative amendments which, once passed, aim to have a positive impact on Bermuda's attractiveness as a jurisdiction