

DIGITAL ISLE OF MAN

ANNUAL REPORT 2025

ISLE OF
OPEN MINDS



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CHAIR'S OPENING REMARKS

As Chair, I am pleased to introduce the 2025 Digital Isle of Man Annual Report, which reflects a year of determined delivery in a challenging global environment for digital businesses.

It is important to be frank about the context in which we operated. The pace of technological change, shifting market conditions, and rising expectations from industry have tested both resilience and responsiveness. In some areas, progress has been slower than intended and we have not met every target we set ourselves. It is important to acknowledge this openly, particularly given the level of change affecting the sectors we support.

That said, 2025 also demonstrated the strength of the Island's digital ecosystem and the value of a focused, collaborative approach. We continued to support practical adoption of emerging technologies, strengthened engagement with business, and sustained delivery across priority sectors, with work that builds directly on the foundations laid in 2024.

Programmes such as Activate AI moved further into practical application, helping organisations to adopt artificial intelligence responsibly and with confidence. The Innovation Challenge continued to attract international interest, while creating tangible opportunities for local businesses and talent.

We also advanced our work on data, recognising that trust, stewardship, and value creation are becoming central to future competitiveness. The development of the Data Asset Foundations initiative



PHIL ADCOCK, DIGITAL BOARD CHAIR

is a significant step forward in positioning the Isle of Man as a credible and forward-looking jurisdiction in an increasingly data driven world.

Throughout the year, we have prioritised listening to industry and reflecting that feedback into our work. Businesses have rightly challenged government and its agencies to be easier to navigate and more consistent in the support we provide. Digital Isle of Man has continued to play a convening role, helping to close the gap between industry and government, and strengthening collaboration across the ecosystem.

Looking ahead to 2026, I remain optimistic. There is clear opportunity across AI, data and digital services and we will continue to stand behind iGaming businesses as the sector navigates a period of uncertainty. The work undertaken in 2025 leaves us better placed to realise that opportunity. Our focus will remain on practical delivery, responsible innovation, and joined up support that reflects the needs of modern digital businesses.

I would like to thank our industry partners, stakeholders, and the Digital Isle of Man team for their continued commitment and constructive engagement. I look forward to working with you in 2026 as we build the next phase of the Island's digital economy.

CEO'S FOREWORD

2025 has been a year of significant change for the digital economy, and for many businesses it has also been a year of real pressure. In that context, I believe it is essential that this annual report is clear and honest about what we have achieved, where delivery has been harder than expected, and what we will do differently as we move into 2026.

Throughout the year, I have spent considerable time listening to industry, through one-to-one discussions, roundtables, and wider community engagement. Those conversations have reinforced a consistent message: the Island's digital sector remains a genuine opportunity, but the support system around it must continue to improve, particularly in how it feels to engage with government and navigate public sector structures.

We did not meet every target we set ourselves in 2025, and in some areas, progress has been slower or more complex than we would have wished. Global uncertainty, tightening regulatory expectations, and changing market conditions have shaped outcomes across several sectors. Acknowledging these realities matters, because credibility with industry is built through transparency.

At the same time, 2025 has been a year of meaningful delivery and learning. Activate AI continued to mature, moving more organisations from awareness into practical adoption, with a strong emphasis on responsible implementation, governance, and risk. Our Communities of Practice have continued to grow, strengthening peer learning, convening expertise, and building confidence across the ecosystem.

We also progressed the Data Asset Foundations initiative from concept towards operational readiness, working closely with industry, professional services, and partners to ensure the model is both innovative and practical. This work responds directly to growing global concern around data ownership, trust, and value, and reflects our ambition to position the Isle of Man as a trusted jurisdiction for data stewardship.



LYLE WRAXALL
CHIEF EXECUTIVE OFFICER, DIGITAL ISLE OF MAN

A further theme in 2025 has been the need for more coordinated working across government, aligned to the pace and needs of digital businesses. The creation of the Joint Agency Group represents a practical step forward, providing a stronger basis for shared priorities and more consistent engagement. It is not a complete solution, but it is a practical shift in the right direction, and it will be built on further in 2026.

Central to our role is representing the needs and sentiment of industry. Where we have not been able to deliver everything that has been asked for, we have ensured those views are carried into policy discussions and decision making. We have also been more explicit about what we can and cannot deliver within available resource, because trust is built through clarity and action.

Looking ahead to 2026, I am optimistic about what we can achieve together. The planned launch of the National AI Office will help strengthen national coordination across policy, skills, innovation, and assurance, while continuing to build on the capability already present across government, industry, and partners. Across all areas of our work, the focus will remain on practical outcomes, responsible innovation, and reducing friction for businesses wherever we can.

Thank you to everyone who has contributed to this work in 2025, including our industry partners, stakeholders, and the Digital Isle of Man team. I look forward to continuing this shared effort in 2026.

2025 AT A GLANCE

5,800+ INDIVIDUALS ENGAGED

in AI training and awareness activity

28 AI PROOF-OF-CONCEPT

projects delivered with Island businesses

£2M ESTIMATED PRODUCTIVITY

uplift from AI adoption activity (indicative)

40+ COMMUNITIES OF PRACTICE

events with over 800 sign-ups

53 NEW DIGITAL JOBS

created in Digital Experience & Services

NATIONAL BROADBAND PLAN COMPLETED

with fibre available to 99%+ of intervention premises

71% OF FIXED BROADBAND

connections now fibre-based

130 NEW OPPORTUNITIES

generated through Strategic Partnerships activity

SCREEN ISLE OF MAN LAUNCHED

strengthening the Island's creative and production ecosystem

2025 IN REVIEW

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ARTIFICIAL INTELLIGENCE

2025 marked a year of consolidation and progression for the Isle of Man's artificial intelligence agenda, building on the foundations established in 2024. The focus shifted from early programme delivery to sustained adoption, widening participation, and supporting responsible, real-world use of AI across the economy.

The Activate AI programme continued to mature during 2025, becoming an established part of the Island's digital skills and productivity landscape. Activity focused on supporting organisations to move beyond awareness into real-world application, underpinned by appropriate governance, ethical considerations, and risk awareness. Over the year, more than 5,800+ individuals engaged in over 450 hours of AI training, alongside 28 proof-of-concept projects delivered with Island businesses, contributing to an estimated £2 million in productivity gains. These outcomes reflect strong cross-sector appetite for AI adoption and the value of combining skills development with applied, business-led support.

Alongside formal training, the AI Communities of Practice (CoP) played an increasingly important role in supporting adoption and building confidence. During 2025, 20 AI Communities of Practice sessions were delivered or confirmed, attracting over 500 sign-ups from businesses, public sector organisations, and the wider ecosystem. These communities provided practical forums for shared learning, peer support, and collaboration, helping participants move from awareness into responsible, real-world application of AI tools.

As adoption increased, emphasis was placed on trust, safety, and responsible use. Programme activity increasingly focused on governance, ethical implementation, and practical application, recognising that productivity and innovation must align with the Island's values and reputation as a trusted digital jurisdiction. While productivity

modelling and attribution continue to evolve, 2025 provided increased confidence in the direction of travel, with emphasis shifting towards sustained capability-building and long-term economic value.

While 2025 focused on adoption and capability-building, it also highlighted the need to evolve the Island's approach to AI coordination and leadership. During the year, the establishment of a National AI Office was announced, with a formal launch planned for January 2026. The National AI Office will bring together policy leadership, regulatory coordination, skills development, and applied innovation within a single national framework.

In 2026, the AI journey will move into its next phase, shifting from programme-led delivery to national coordination. The National AI Office will operate in a facilitative and federated way, building on existing capability across government, industry, and partners. Initial activity will focus on defining a minimum viable operating model, with capability scaled iteratively based on feedback and measurable outcomes.

Key priorities for 2026 will include strengthening AI guidance and regulatory clarity, evolving skills and training pathways towards clearer learning journeys and certification, and continuing applied delivery through pilots and proof-of-concept activity with a stronger focus on evaluation and scale. Data will remain a critical foundation for AI delivery, reinforcing the importance of improving data quality, provenance, and governance across the Island.

Trust will remain central to the Island's AI approach. Building on the emphasis placed on ethics and governance in 2025, activity in 2026 will focus on transparency, proportional regulation, and public confidence in how AI is deployed. Through this coordinated and measured approach, the Isle of Man is progressing towards a more mature, trusted AI ecosystem delivering long-term economic and social value.

5,800+ individuals engaged against a target of 2,500

192% COMPLETE

£2m estimated productivity uplift against a target of £1m

197% COMPLETE

National AI Strategy deferred in favour of National AI Office launch (Jan 2026)

0% COMPLETE

DATA ASSET FOUNDATIONS

Throughout 2025, the Isle of Man continued to strengthen its position as a trusted and forward-looking jurisdiction for data governance, responding to growing global concern around data ownership, accountability and value. As data becomes increasingly central to economic activity and technological innovation, particularly in the context of artificial intelligence, governments and businesses alike are seeking new models that provide confidence, transparency and responsible stewardship.

Against this backdrop, significant progress was made during the year in developing our Data Asset Foundations (DAF) initiative. This work reflects a clear ambition to enable data to be treated as a governable, trusted business asset, supported by statutory certainty and internationally recognised governance standards. The model has been designed to support innovation and commercial use of data while maintaining high standards of privacy, accountability and ethical use.

2025 was a year of substantial groundwork and delivery. Activity focused on moving the Data Asset Foundations concept from design into operational readiness, with progress made across policy development, legislative drafting and ecosystem preparation. Amendments to the Foundations Act were developed to create a new sub-classification for Data Asset Foundations, carefully structured to avoid any impact on existing foundations while providing clarity around data ownership, stewardship and value creation.

Alongside legislative work, engagement with industry and professional services providers was a central part of delivery. Corporate service providers, legal advisers and governance specialists were engaged and trained to ensure the Island has the capability and expertise required to administer Data Asset Foundations in practice. This work helped ensure that the framework is not only innovative, but also

practical, credible and aligned with the expectations of global businesses and regulators.

Progress during the year was deliberately measured. Decisions were taken to pause and refine elements of the programme to ensure that delivery is robust and that partners are fully prepared to support early adopters. By the end of 2025, pilot foundations had been identified, delivery partners were in place, and the programme had reached a position of readiness for the next phase.

International engagement also increased throughout the year, helping to position the Isle of Man's approach within wider global conversations on data stewardship, ESG accountability and trusted data governance. This external interest reinforced the relevance of the model and the opportunity for the Island to play a leadership role in shaping how data is governed and valued in a rapidly evolving global economy.

Looking ahead, the work undertaken during 2025 has laid the foundations for transition into delivery and proof during 2026. A pilot programme launching in January 2026 will onboard the first Data Asset Foundations, allowing the framework to be tested in real-world conditions and refined through practical application. Alongside this, continued international engagement and the development of Communities of Practice will support shared learning, ecosystem growth and credibility.

Subject to legislative approval, expected by the end of Q3 2026, the Isle of Man will be positioned to move from pilot activity into full implementation. By combining statutory certainty, practical insight from early adopters and sustained international collaboration, the Island is progressing towards a mature and trusted data economy that supports innovation, investment and long-term economic value.

Business case approved and funded for delivery of Data Asset Foundations

100% COMPLETE

Global awareness campaign, inc. international engagement and webinars

100% COMPLETE

Pipeline of 20 Data Asset Foundations identified

50% COMPLETE

iGAMING

In 2025, the iGaming sector experienced one of its most challenging periods in recent years, shaped by tightening global regulation, increased scrutiny around financial crime prevention, and intensified competition between jurisdictions. As a cornerstone of the Isle of Man's digital economy, the sector has remained strategically important, even as it navigated a year defined more by stabilisation than growth.

The impact of these pressures was evident across the sector. While 23 new roles were created during the year, this was significantly outweighed by job losses linked to licence exits and broader market contraction. The number of live licences reduced to 63, reflecting ongoing consolidation within the global industry and the effects of heightened compliance expectations. These outcomes, while difficult, underscore the reality of operating in an increasingly regulated and risk-aware international environment.

Throughout the year, Digital Isle of Man worked closely with industry stakeholders to understand the challenges being faced and to ensure that business sentiment was clearly represented within government. Engagement focused on maintaining confidence, supporting existing operators, and reinforcing the Island's long-standing commitment to high standards and integrity. Where difficult decisions were required, these were taken with the Island's reputation and long-term sustainability firmly in mind.

A key focus during 2025 was laying the groundwork for the next phase of the sector's development. The Isle of Man Government published the National Risk Appetite for iGaming

in June 2025 and in response Digital Isle of Man progressed the preparation of an iGaming Statement of Strategic Intent, providing clarity on the Island's direction and reaffirming its commitment to the sector. Alongside this, Digital Isle of Man hosted targeted roadshows and engagement sessions, creating space for open and honest dialogue with operators, service providers, and partners during a period of significant uncertainty.

Despite the challenges, the Isle of Man still continues to be recognised internationally as an iGaming centre of excellence. Its depth of experience established professional services ecosystem, and track record of collaboration between industry and government remain key differentiators. Maintaining visibility and engagement has therefore remained important, even during a period of consolidation.

Looking ahead, 2026 will focus on restoring confidence and reinforcing stability across the sector. Digital Isle of Man will continue to stand behind iGaming businesses and work in partnership with stakeholders to protect what has been built over more than 20 years. This includes a renewed international presence at key iGaming events, ensuring the Isle of Man remains actively engaged with global partners and positioned as a trusted, credible jurisdiction.

While 2025 has been a difficult year, it has also been an important one. The lessons learned, the foundations laid, and the continued commitment to integrity and collaboration provide a platform from which the sector can stabilise and, in time, return to sustainable growth.

23 jobs created against a target of 100

23% COMPLETE

63 live GSC licences against a target of 95

66% COMPLETE

iGaming Statement of Strategic Intent prepared

IN PROGRESS

FINTECH

The Isle of Man has a strong and long-standing financial services sector that continues to be a cornerstone of the Island's economy. FinTech—the application of new technologies within financial services—remains both an opportunity and a challenge. Globally, FinTech is reshaping how payments, lending, investment, and compliance are delivered, while also introducing new regulatory expectations and risk considerations. For the Isle of Man, the focus is not simply on attracting FinTech activity, but on doing so in a way that reinforces the Island's reputation as a trusted, responsible, and well-governed jurisdiction.

During 2025, the FinTech sector operated in a particularly challenging environment. Heightened global regulatory scrutiny, combined with preparation for the MONEYVAL 6th round assessment, affected confidence, investment timelines, and the pace of new activity. Against this backdrop, 10 new roles were created during the year, and while no new licences were brought fully across the line, a number of opportunities continue to progress through the pipeline. These outcomes reflect wider market conditions rather than a lack of underlying capability or ambition.

A significant focus throughout 2025 has been readiness for MONEYVAL. This process is critical to protecting the Island's international reputation and underpins future growth across financial services and FinTech alike. Digital Isle of Man has worked closely with Finance Isle of Man, the Financial Services Authority, Treasury, and AML/CFT teams to support engagement with industry, ensuring that businesses are informed, able to

10 jobs created
against a target
of 50

20% COMPLETE

0 FinTech licences
completed in 2025
(9 opportunities in pipeline)

0% COMPLETE

Develop FinTech
Strategy (timing
aligned to FSA)

0% COMPLETE

DIGITAL EXPERIENCE & SERVICES

In 2025, the Digital Experience and Services sector continued to mature as an important contributor to the Isle of Man's wider digital economy. Encompassing software development, digital services, creative technologies, content creation, and applied technology businesses, the sector represents the Island's non-regulated digital activity, complementing established strengths in finance, gaming, data, and emerging technologies.

Throughout the year, activity was shaped by a practical focus on delivery, collaboration, and reducing barriers to growth. Despite challenging market conditions across parts of the digital economy, the sector demonstrated resilience, with 53 new jobs created during 2025, exceeding the original target of 50. Progress was also made in supporting new and existing businesses, with a growing pipeline of opportunities reflecting continued interest in the Island as a base for digital services and creative activity.

A key focus during 2025 was reducing friction for digital businesses by improving access to essential global platforms and services. For many non-regulated digital companies, access to international platforms is fundamental to operating and scaling, with industry feedback highlighting that restrictions present immediate barriers to growth, competitiveness, and international reach.

In response, Digital Isle of Man progressed its Global Digital Access work, engaging with platform providers, UK counterparts, and Crown Dependency partners to address long-standing access challenges. This work reflects the complexity of platform engagement, which often requires sustained, coordinated advocacy.

A significant development in 2025 was strengthened collaboration between the Crown Dependencies. By working more closely together, the Isle of Man amplified its voice when engaging with major platforms such as Stripe, Etsy, and Google, as well as

UK Government departments, benefiting from shared insight, aligned messaging, and trusted relationships built over time. This collective approach improved the Island's visibility and credibility when addressing access barriers across sectors.

Alongside this, Digital Isle of Man maintained engagement with UK Government departments, including the Department for Science, Innovation and Technology (DSIT), supported through constitutional channels via the Ministry of Justice. These relationships remain critical in ensuring the Island's interests are understood in discussions influencing platform policy, access decisions, and wider digital frameworks.

Industry engagement continued to shape this work, with businesses encouraged to share experiences, identify priority platforms, and highlight the real-world impact of access restrictions. While not all barriers can be resolved immediately, progress was made in unlocking access to several key services, with further engagement ongoing into 2026.

Alongside this enabling activity, 2025 also saw the successful launch of Screen Isle of Man, supported by Digital Isle of Man, strengthening the Island's creative and production capabilities and reinforcing the role of digital content, storytelling, and creative technologies within the wider digital economy.

Looking ahead, the foundations laid during 2025 position the sector well for its next phase of development. In 2026, the Digital Experience and Services sector will increasingly engage with applied AI and data initiatives, including opportunities emerging from the Innovation Challenge and the development of Data Asset Foundations. By continuing to reduce friction, strengthen access to global platforms, and align infrastructure, skills, and policy with business needs, the Isle of Man is reinforcing its position as a practical, trusted, and collaborative environment where digital experience and services businesses can grow, adapt, & succeed.

53 jobs created
against a target
of 50

106% COMPLETE

2 new businesses relocated
against a target of 10
(7 opportunities in pipeline)

20% COMPLETE

Screen Isle of Man
successfully launched
in 2025

100% COMPLETE



STRATEGIC DIGITAL INFRASTRUCTURE

Strategic digital infrastructure remains a foundational enabler of the Isle of Man's digital economy, supporting productivity, resilience, and long-term economic growth across all sectors. In 2025, activity in this area focused on the completion of long-term delivery programmes, strengthening adoption, and ensuring that infrastructure investment translated into real-world benefit for businesses, communities, and public services.

A major milestone during the year was the successful completion of the National Broadband Plan (NBP). The programme, which commenced in July 2020 through a five-year contract with Manx Telecom, was accelerated to four years in response to the urgent connectivity requirements arising during the COVID-19 pandemic and concluded in August 2025. The completion of the NBP represents a significant achievement for the Island and marks the transition from infrastructure build to sustained enablement.

The outcomes delivered through the programme have been substantial. Fibre availability increased from 8.3% at the outset to over 99% of premises within intervention zones, with fibre passing more than 48,300 premises Island-wide by October 2025. Average broadband speeds increased from 8.01Mbps in 2017 to 116.58Mbps by 2024, placing the Isle of Man within the top 40 jurisdictions globally for broadband performance, ahead of both the UK and Ireland. Adoption has followed delivery, with over 71% of fixed broadband connections fibre-based by October 2025, representing 55% of all premises connections across the Island.

The programme was delivered with a strong focus on efficiency and collaboration. Through infrastructure

sharing with Manx Utilities, access was provided to approximately 2,500 existing poles, limiting the need for new installations to just nine poles across the Island. This approach minimised environmental impact while maximising coverage and delivery speed.

Beyond connectivity, the NBP has laid a robust foundation for wider economic and social benefit. Based on international benchmarks, the programme is estimated to deliver an annual GDP uplift of between £44m and £66m. These impacts reflect the role of digital infrastructure as a long-term investment in competitiveness, innovation, and inclusion.

Alongside physical infrastructure delivery, 2025 also saw continued emphasis on engagement, adoption, and collaboration. Communities of Practice have continued to play an important role. Over the course of the year, more than 40 Communities of Practice events were successfully held across a wide range of digital sectors, attracting over 800 sign-ups and bringing together businesses, practitioners, and public sector stakeholders to share learning, identify challenges, and explore opportunities.

With the establishment of two new Communities of Practice during the year, engagement expanded further, enabling deeper collaboration across emerging priority areas and strengthening the feedback loop between industry, practitioners, and government. These forums have supported more informed decision-making, helped surface real-world barriers to adoption, and reinforced the Island's collaborative approach to digital development.

National Broadband Plan delivered

100% COMPLETE

40 Communities of Practice sessions delivered

157% COMPLETE

1 of 3 additional global platforms enabled

33% COMPLETE

INNOVATION CHALLENGE

The Innovation Challenge continued to be a standout success in 2025, reinforcing the Isle of Man's reputation as a welcoming, collaborative, and globally connected environment for innovation. Now firmly established as a flagship initiative within the digital economy, the Challenge once again demonstrated the Island's ability to attract high-quality international interest while creating tangible opportunities for local engagement, learning, and partnership.

Interest in the 2025 Challenge was strong and truly international. The programme received over 100 registrations from more than 20 countries, reflecting growing global awareness of the Isle of Man as a place where innovative ideas can be tested, refined, and supported. 14 high-calibre teams were selected as finalists and invited to take part in a structured programme of mentoring, engagement, and preparation ahead of the final showcase.

The final event, held in June 2025, attracted over 200 attendees, bringing together local businesses, government representatives, investors, international innovators, and members of the wider digital community. The event showcased a diverse range of solutions across Cleantech, FinTech, and Data & AI, and provided a vibrant platform for knowledge exchange, collaboration, and discussion. Finalists were assessed through a combination of expert judging and live audience participation, reinforcing the Challenge's inclusive and community-driven approach.

Winners were announced across multiple categories, highlighting both innovation and impact. Lnk Technologies was recognised in the Cleantech category, Binderr in FinTech, and Tandem by Early Ideas IOM in Data & AI.

In addition, the Biosphere Award was presented to Big Bower, recognising innovation that aligns with the Isle of Man's UNESCO Biosphere values and commitment to sustainability. These outcomes underline the breadth and quality of innovation attracted through the programme.

Beyond the event itself, the Innovation Challenge continued to deliver value throughout the year. Finalists benefited from extended engagement with the Island, including access to mentors, regulators, professional services, and potential commercial partners. This longer-term support model has become a defining feature of the Challenge, helping to translate ideas into real-world opportunity and strengthening connections between global innovators and the Island's digital ecosystem.

A further highlight of 2025 was the announcement of the 2026 Innovation Challenge focus on Health and Social Care. Developed in partnership with the Department of Health and Social Care, Manx Care, and Public Health Isle of Man, this new focus reflects the growing role of digital innovation in addressing complex societal challenges across Working Smarter, Wellness, and Home First. It also demonstrates the Island's ability to align innovation activity with national priorities, applying technology where it can deliver meaningful social and economic benefit.

QR code Scan the QR code to view Isle of Man Innovation Challenge on LinkedIn.



Scan the QR code to view
Isle of Man Innovation
Challenge on LinkedIn



STRATEGIC PARTNERSHIPS

Strategic Partnerships plays a central role in how Digital Isle of Man connects with industry, government, and the wider economy, ensuring that engagement leads to action and that relationships translate into tangible outcomes.

In 2025, this role became increasingly important as businesses sought clarity, consistency, and advocacy in a fast-changing and often challenging environment. Demand for trusted points of contact increased, and the Strategic Partnerships team focused on being visible, accessible, and responsive, spending significant time meeting, listening, and actively engaging with the businesses they support.

The team grew to five members during the year, reflecting both the scale of engagement required and the importance of continuity across sectors. In total, 203 account meetings were held with businesses and partners, supported by 263 information exchanges driven directly by stakeholder requests. Alongside this reactive support, the team initiated a further 375 information-sharing communications, ensuring businesses were kept informed of relevant opportunities, policy developments, and support mechanisms.

Opportunity development remained a core outcome of this work. During 2025, 53 opportunities were formally introduced to businesses through the Strategic Partnerships function. More broadly, the opportunity pipeline recorded 130 new opportunities generated by the team during the year, with 60 originating from events and engagement activity, and 70 emerging from existing business relationships. Of these opportunities, 33 were converted during 2025, with a further 27 progressing and remaining active in the pipeline. This reflects a deliberate emphasis on quality and alignment, ensuring opportunities are grounded in the Island's strategic priorities and long-term economic value rather than short-term volume.

A key theme throughout the year was listening at scale. Alongside extensive one-to-one engagement, a Strategic Partnerships survey was delivered both online and face-to-face. The feedback reinforced what was being heard consistently through direct

conversations: businesses value approachability, responsiveness, and advocacy, and want clearer communication, stronger follow-up, and more visible outcomes from engagement. This insight is now directly shaping how the function operates and where focus will be placed over the next 12 months.

Industry convening also remained an important part of the engagement model. A key moment in the year was the return of the Digital Isle conference, which brought together over 250 attendees across 17 sessions and featured 45 speakers, including local businesses and off-Island contributors. The event provided a platform for knowledge exchange, networking, and thought leadership, and continues to be a cornerstone of Digital Isle of Man's industry engagement approach.

Strategic Partnerships also played a bridging role across government during the year. Eight project update meetings were convened to support cross-agency initiatives, alongside six targeted workshops with corporate service providers as part of the development of the Data Asset Foundations ecosystem. This work helped improve coordination, reduce duplication, and ensure that businesses experienced a more consistent and coherent approach when engaging with government and its agencies.

Looking ahead to 2026, the focus will move from insight-gathering into more structured improvement and delivery. Building on feedback received during 2025, priority will be given to strengthening continuity, improving follow-up, and providing clearer articulation of sector strategies and Digital Isle of Man's purpose. Engagement will become more targeted, with stronger pathways from conversation to opportunity, and greater emphasis on closing feedback loops through visible action.

By listening closely, advocating for businesses, and turning connections into action, the Strategic Partnerships function will continue to play a central role in building trust, supporting responsible innovation, and creating long-term value for the Isle of Man's digital economy.

MARKETING

In 2025, Marketing activity continued to play a central role in supporting the delivery of Digital Isle of Man's programmes and promoting the Island's digital economy at home and internationally. Across the year, 182 events were organised, facilitated, or promoted, reflecting the scale and breadth of engagement across all priority sectors. These included; Communities of Practice, eClubs, workshops, AI training sessions, roadshows, and sector-focused engagement activity, each contributing to a strong and visible programme of work.

As in previous years, Marketing worked closely with programme leads to translate strategic priorities into clear, consistent communications. Activity spanned artificial intelligence, data, iGaming, FinTech, the wider digital economy, ensuring that messaging reflected both the Island's established strengths and areas of emerging opportunity.

Two flagship events anchored engagement during the year. The Innovation Challenge again attracted strong international interest, providing a platform to showcase the Isle of Man's collaborative approach to innovation while connecting global teams with local businesses, public sector partners, and professional services. Digital Isle continued to serve as a focal point for the Island's digital community, bringing stakeholders together to share insight, progress, and future priorities, reinforcing its role as a cornerstone of industry engagement.

A key focus throughout 2025 was supporting the work of the Strategic Partnerships team, ensuring that engagement with businesses was visible, coordinated, and reinforced through consistent communications. Activity helped amplify stakeholder conversations, promote opportunities, and support initiatives that translated engagement into practical outcomes.

Marketing also played an important role in supporting the development of the Data Asset Foundations proposition. As this work progressed,

activity focused on building awareness, supporting engagement with industry and professional services, and positioning the Isle of Man within international discussions on trusted data governance and stewardship.

Alongside event-led activity, attention was given to strengthening the Island's digital presence. An enhanced website has been identified as a priority for the coming year, recognising its role as a central hub for information and engagement. Plans are underway to refine the site to better reflect the diversity and maturity of the Island's digital economy, improve user experience, and better serve both on-Island and off-Island audiences.

Looking ahead to 2026, Marketing will place particular emphasis on supporting the launch of the National AI Office, ensuring clear and coordinated communication around its role, purpose, and value. This will include strengthening international engagement, enhancing storytelling across digital channels and events, and ensuring consistent messaging across government, industry, and external audiences.

Through focused engagement, clearer narrative, and more rigorous evaluation, Marketing will continue to support the Agency's priorities by ensuring the Isle of Man's digital strengths are communicated credibly and consistently. By aligning activity across events, digital platforms, and partnerships, the team will help reinforce the Island's reputation as a trusted place to do business and support the attraction of long-term investment, skills, and opportunity across the digital economy.



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