

Manifesto

Delivered by:



JERSEY
Chamber of Commerce

Introduction

Jersey stands at a pivotal moment in its journey towards being a dynamic island jurisdiction. As candidates prepare to shape the future of our island community, business leaders unite to present a shared vision - one that places people, sustainability, and innovation at the heart of progress. IoD Jersey has worked with Jersey Chamber of Commerce to produce this shared vision and manifesto. This manifesto is a high-level summary of pledges we would like candidates to take on board, and we stand ready to support those candidates who welcome our collaboration.

This manifesto is not simply a list of aspirations; it is a call to action. It reflects the collective commitment of Jersey's business community to partner with Government in building a resilient, inclusive, and future-ready island.

We require a clear commitment from political leaders that decisions are made based on data, are evidence led and transcend political term. Fiscal planning and commitment need to be longer term. Individual political agendas must be set aside for the greater good. Business leaders are clear. A collective vision is needed for the business sector and Government to sign up to.

We propose the following:

Vision

Jersey is an island where belonging, creativity, and opportunity flourish. It is a connected and dynamic community, offering a seamless, inclusive, and inspiring experience for all who live, work, visit, and do business here. Rooted in sustainability and guided by innovation, Jersey thrives as a place where people and ideas grow together, shaping a resilient and equitable future.

The choices made in this election will shape Jersey's trajectory for decades to come. In a world defined by rapid change, global competition, and pressing social and environmental challenges, Jersey cannot afford to stand still. These pledges matter because they represent the foundations of a thriving island: nurturing talent, welcoming visitors and businesses with excellence, embedding sustainability into daily life, and diversifying our economy to withstand shocks. They matter because they ensure that Jersey's prosperity is not only measured in revenue, but in resilience, inclusivity, and the quality of life for all who call the island home. By embracing this vision, candidates (becoming future political leaders) and business leaders together can secure Jersey's place as a forward-looking jurisdiction: one that belongs, creates, and thrives.

Introduction

Our pledges focus on:

- Building an island of talent – investing in skills, education, and clear pathways to leadership.
- Reimagining the visitor and business experience – creating seamless, inspiring journeys for all who engage with Jersey.
- Sustainable lifestyle for all – embedding environmental and social responsibility into everyday life and commerce.
- A hive of entrepreneurship and business growth – fostering innovation, creativity, and opportunity across all sectors.

- Sustainability of revenue – ensuring long-term fiscal stability through responsible stewardship.
- Economic resilience through diversification – broadening Jersey’s economic base to withstand global challenges.
- Legal and regulatory reform – modernising frameworks to align with the forefront of global ethical, transparent, and competitive standards.

These pledges represent a partnership between business and future political leaders, rooted in the belief that Jersey’s success depends on collaboration, courage, and vision. By embracing them, candidates can help shape an island that truly belongs to its people: an island where we create, thrive, and lead with purpose.



Building an island of talent

Current Position:

Jersey's strength lies in its people, yet too many of our brightest minds leave and too few return. The working age population is shrinking, and without new ideas, skills, and diversity, the island risks stagnation.

Specifically, there is a limited local talent pool in digital and tech roles, which is core to grow the wider economy. Currently, immigration and housing policies restrict external recruitment, making the talent pool even smaller. Public and private sectors have to rely on short term consultancy contracts to bring in talent from UK and elsewhere via recruitment agencies which increases costs.

Despite its global reputation for financial probity and economic resilience, Jersey's growth model is showing signs of strain. Real output per worker has been largely flat for a decade, while housing and living costs have risen sharply. Skills shortages are evident in construction, digital, hospitality, health and financial services. Businesses report difficulty recruiting locally, and immigration controls have not fully adapted to changing labour-market needs. Without reform, productivity will continue to stagnate, public finances will tighten, and social inequality will deepen.

Complex regulation and contribution rules discourage entrepreneurs from locating and forming businesses in Jersey. This affects gig workers, freelancers, and early-stage founders.



Building an island of talent

Strategic Direction

We believe talent is the new currency of competitiveness. Education, immigration, and housing policies must align to make Jersey a magnet for the next generation of innovators, educators, and entrepreneurs.

Jersey can unlock a future where talent flows freely, supported by smart infrastructure and inclusive policies.

Strategic goal

By 2030, Jersey will be recognised as an island where talent grows and stays.

Pledges to meet strategic goal:

- Balance labour immigration by reducing reliance on short-term permits and increasing retention of skilled residents. Establish an immigration and visa framework linked to skills that fast-tracks critical workers in digital, healthcare, and green industries. Explore employee rather than employer permits.
- Deliver affordable, high quality key worker housing that anchors young professionals and essential staff.
- Enable greater transparency for policy and business planning by creating a Skills and Employment Council (SEC) to develop data-driven workforce policies and a joined-up approach across education, housing and immigration.

- Increase post-secondary enrolment, particularly in STEM subject areas and reduce youth unemployment. Retain homegrown talent by creating graduate pathways, apprenticeships, and research partnerships through University College Jersey and its master's programmes.
- Align education with employer demand by establishing agile curriculum for the future workforce with a focus on digital skills and developing sector partnerships.
- Expand access to lifelong learning and digital upskilling ensuring Islanders are equipped for the industries shaping our future. Focus on return-to-work and retiree mentorship network.
- Encourage growth in the digital sector to enable cross-sector benefits, target funding for coding bootcamps, AI/data science courses, and digital apprenticeships.

Reimagining the visitor and business experience

Current Position

Jersey's global reputation should reflect more than its financial services. It should showcase confidence in innovation, sustainability, and strong culture. Yet the visitor economy has faltered: visitor nights fell by 13% in the first half of 2025, with industry leaders citing infrastructure, cost, and brand clarity as key barriers. This is not a crisis of numbers; it is a crisis of imagination and vision.

Strategic Direction

Position Jersey as a world class events and business destination. A place where global ideas meet local excellence.

Strategic goal

By 2030, Jersey will be known not only for stability, but for energy and creativity. An island open to the world.

Pledges to meet strategic goal:

- Launch a "Jersey Experience Economy" brand, uniting tourism, sport, culture, and enterprise under one compelling identity.

- Increase post-secondary enrolment, particularly in STEM subject areas and reduce youth unemployment. Retain homegrown talent by creating graduate pathways, apprenticeships, and research partnerships through University College Jersey and its master's programmes.
- Align education with employer demand by establishing agile curriculum for the future workforce with a focus on digital skills and developing sector partnerships.
- Expand access to lifelong learning and digital upskilling ensuring Islanders are equipped for the industries shaping our future. Focus on return-to-work and retiree mentorship network.
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Sustainable lifestyle for all to live and do business

Current Position

Jersey's prosperity must be felt in every household. High housing costs, healthcare pressures, and uneven access to wellbeing services threaten the very experience that draws people here. High costs and limited availability of roles to accommodate those with dependents and reduce workforce participation. This impacts directly on DEI efforts and tech sector diversity. Limited availability and high cost of housing make it hard to attract talent, especially digital nomads or relocating tech professionals.

Jersey's economy cannot achieve full productivity while large segments of its potential workforce remain constrained by inequality, limited childcare access, or under-representation in senior roles. Despite high employment rates, women's participation is notably lower during key child-rearing years, and people with disabilities, migrant workers, and minority groups face barriers to advancement. The cost and availability of childcare is now among the most cited reasons for workforce withdrawal or part-time working, particularly for women aged 25–44.

- Addressing these issues is both a social and economic imperative: equality, inclusion, and childcare access directly underpin participation in the workforce and long-term growth of the economy.

Strategic Direction

We believe a robust economy depends on a great quality of life; where good homes, good health, and good work go hand in hand.

We need to:

- **Deliver a comprehensive housing plan to improve affordability and supply, combining public/private partnerships with smarter planning.**
- **Build a preventative healthcare system, expanding digital health and cross channel partnerships to ensure early intervention and better outcomes.**
- **Support community wellbeing initiatives that make healthy living the norm, not the exception.**
- **Integrate housing, healthcare, and education policy so that quality of life becomes the measure of success.**

Strategic goal

By 2030, Jersey will stand as a global benchmark for small island living: sustainable, healthy, and inclusive.

Sustainable lifestyle for all to live and do business

Pledges to meet strategic goal:

- Allocate short-term rental units for remote workers and tech professionals.
 - Work with employers to ensure ethical recruitment and deliver on Modern Day Slavery legislation.
 - Encourage letting to skilled migrants through tax breaks or guarantees.
 - Develop co-living and co-working hubs in underutilised areas.
 - Improve availability and access to affordable childcare.
 - Improve universal access to increase female participation and reduce financial strain on working families.
- Develop childcare professional pathway to increase capacity and quality.
 - Target a narrowing of the gender pay gap with the aim of increasing female representation at senior levels.
 - Improve the availability of flexible childcare hours for shift workers and hospitality sector employees.
 - Increase numbers involved in employer childcare partnerships to improve staff retention and productivity.
 - Develop a disability and accessibility inclusion plan to increase the employment rate for disabled islanders.



A hive of entrepreneurship and business growth

Current Position

Complex registration and contribution rules discourage entrepreneurs from starting up in Jersey. Business licence applications can take weeks, slowing down time-to-market. This is especially problematic for tech startups needing agility and acts as a de-motivator for businesses and entrepreneurs looking to relocate to Jersey.

Opening a business bank account can take weeks, delaying operations and access to funding. This is also a dis-incentive for businesses and entrepreneurs wishing to relocate to Jersey.

Risk aversion and limited R&D incentives hinder experimentation on the island severely limiting the innovation culture. There are few mechanisms to support early-stage innovation or cross-sector collaboration.

Jersey's social security system, established in the mid-twentieth century, was designed around stable, full-time employment. Today's labour market is more flexible, with part-time, self-employed, and portfolio careers forming an increasing share of total jobs.

Current contribution and benefits frameworks do not always reflect this reality, creating inequities and administrative complexity. Meanwhile, an ageing population and health-care inflation are placing growing pressure on the Social Security Fund and Long-Term Care Fund. Without reform, contribution rates may rise unsustainably, or benefits will have to be curtailed

Strategic Direction

We must innovate, collaborate, and invest to realise Jersey's vision as a digitally empowered, inclusive, and sustainable island economy. Each challenge is a call to innovate. By addressing these transformation points, Jersey can unlock a future where:

- **Businesses launch in hours, not weeks.**
- **Innovation is not the exception, but the norm.**
- **Digital tools power sustainability, productivity, and prosperity.**

Strategic goal

Position Jersey as a dynamic hive of entrepreneurship and sustainable business growth, fostering innovation, investment, and opportunity across the island's economy.

A hive of entrepreneurship and business growth

Pledges to meet strategic goal:

Protect tax neutrality as a core element of Jersey's tax framework to ensure the continued competitiveness of its financial services sector and adherence to evolving international standards.

- Offer reduced rates or grace periods for new sole traders.
- Combine social security, tax, and licensing into a single registration process.

For a fairer distribution of contribution without harming core finance competitiveness, consider targeted expansion of the existing corporate tax base.

- Create a one-stop online platform for all business registrations and renewals.
- Introduce a priority lane for tech startups.
- Allow businesses to operate under a temporary licence while full approval is processed.

Significantly reducing banking startup delays, opening the door to fintech innovation and smarter financial systems.

- Encourage fintechs to offer faster onboarding under controlled conditions.

- Collaborate with banks to create fast-track accounts for registered startups.
- Use common e-ID systems to streamline KYC (Know Your Customer) checks.
- Encourage the use of regtech which allows collaboration between service providers.

A cautious innovation culture could become the foundation for a thriving startup mindset.

- Provide small grants for R&D, prototyping, or collaboration with universities.
- Invite startups to solve Government problems with digital solutions.
- Foster a community of experimentation and collaboration.
- Offer Training and Employment Credits to encourage higher training participation and shared responsibility for skill development.

Retaining and circulating value within the local economy.

- Support local procurement, investment in skills, and long-term economic resilience.
- Ensure focus on public sector productivity and control of spending to reduce tax burden and encourage growth within private sector.

Sustainability of revenue derived from income tax

Current Position

Jersey's 0–10 corporate tax system, introduced in 2009, successfully maintained international competitiveness and protected the island's tax neutrality for investment funds and wealth management. However, the global fiscal environment has shifted significantly.

The OECD's Pillar Two framework, new transparency standards, and domestic pressures for fairer burden-sharing mean that Jersey must adapt its system to remain credible and sustainable.

At the same time, personal taxation remains comparatively flat, and middle-income earners face growing cost-of-living pressures. Reform is needed to modernise the system, protect fiscal stability, and ensure fairness without undermining competitiveness.

Strategic Goal

Develop and implement a modernised, resilient revenue framework that ensures Jersey's long-term fiscal sustainability by broadening and stabilising government income sources while preserving the island's global competitiveness.

Strategic Direction

- To ensure continued competitiveness of Jersey's financial services exports and alignment with OECD transparency standards maintain 0 % Tax neutrality for Wealth and Investment Vehicles.
- For fairer distribution of contribution without harming core finance competitiveness expand 10 % Corporate Tax Base for Service Providers.
- To reduce inequality and improve public confidence in the fairness of the tax system introduce progressive Personal Tax Reform.
- Enhance fiscal transparency and international reputation through publishing of Corporate Responsibility and Transparency Report.

Economic resilience through diversification

Current Position

Jersey's economy remains heavily reliant on its financial and professional services sector which accounts for roughly 38–40% of Gross Value Added with banking, legal, and trust activities continuing to underpin the island's economic output and government revenues.

After a robust 7.3% growth in 2023, primarily driven by finance, GDP slipped by around 0.7% in 2024 amid contraction in the banking sector, cost pressures, and weaker consumer spending. While forecasts anticipate modest growth of 0.4% in 2025 and 0.9% in 2026, the concentration risk remains acute.

With global headwinds such as shifting trade policies, inflation, and evolving regulatory regimes we must look to diversify beyond financial services whilst ensuring that we remain competitive as an International Finance Centre. We must focus on nurturing productivity in other sectors, attracting new industries, bolstering international engagement, and reducing vulnerability to external shocks.

Strategic Direction

We must build resilience, create more balanced growth, and secure long-term prosperity for the island. Develop economic security: diversified exports, affordable and reliable power, a deep skills base, and fiscal capacity through shocks

Strategic Direction

- **Financial Services: support and advocate for the output of the Government and Jersey Finance's competitiveness review, 'A Time to Win'.**
- **Digital & Technology: Expand AI, fintech, and health tech through Digital Jersey initiatives.**
- **Visitor Economy: Develop sustainable tourism, eco-tourism, and cultural experiences. Leverage off wellbeing tourism drawing on connectivity to the UK and France.**
- **Agri-Tech: Modernise agriculture with precision farming and local food branding**
- **Clean Energy & Sustainability: Invest in renewables and green infrastructure aligned with net-zero targets. Look at other jurisdictional models.**

Economic resilience through diversification

Pledges to achieve goal:

- Implement the actions from the Government and Jersey Finance competitiveness review. Support the finance industry to embrace recommendations.
- Reduce single-sector concentration risk by scaling 3–4 additional exportable pillars alongside finance.
- Anchor energy affordability and reliability to underpin competitiveness and household resilience.
- Make Jersey easy to invest in: predictable consents, standardised contracts, serviced land/sites.
- Advisory groups to control new pillars and deliver for the Government.
- Grow high-wage employment and apprenticeships; attract and retain specialist talent.
- Ensure environmental stewardship and community benefit-sharing.



Legal and regulatory reform

Current Position

There has been much criticism of Jersey's public spending over recent years, with public sector costs increasing without a corresponding increase in income. In response, Government has laid the blame at a wide variety of Arms' Length Bodies.

With good reason, Governments outsource the delivery of specialist services indirectly through other bodies.

These organisations can be a valuable part of the framework for service delivery, regulation and resilience. Some regulation is also carried out by Government directly. For example, through Planning, Business Licensing and Trading Standards.

Much of the current legal framework which supports regulation is out of date and needs updating to reflect international best practice. Good regulation is essential for a thriving economy and society. A modern framework which is suitable for Jersey today and into the future will balance the need to mitigate risks to the public and the economy, whilst supporting economic growth and the need to reduce bureaucracy and red tape.

The framework needs to look beyond single political cycles and allow the specialist organisations to deliver against longer term goals. Short sighted budget cuts lead to uncertainty and short-term planning.

Strategic Direction

In 2024, the Comptroller and Auditor General produced recommendations for the governance of these organisations. The report makes recommendations for the effective oversight, governance and accountability arrangements which are essential to ensure effective delivery and demonstrating value for money. The current arrangements should be strengthened in order to enhance accountability and ensure value for money is realised in practice.

Strategic Direction

Proportionate and transparent regulation and outsourced specialist services which provide a structured and safe environment for Jersey to do business.

Legal and regulatory reform

Pledges to achieve goal:

- Encourage the adoption of appropriate recommendations from the 2024 Jersey Audit Office to improve oversight and governance of Arm's Length Bodies.
- Review of current legislation regarding regulation – that provided by Government directly and by independent bodies and office holders.
- Reduce red tape in order to enable businesses to invest, grow and deliver benefit to the economy.
- Encourage and incentivise States Owned Entities, regulators and Arms' Length Organisations to work together towards aligned goals which benefit the Island, rather than purely financially based targets.



Conclusion

Jersey stands at a crossroads. A point in time where the challenges ahead are not abstract forecasts but real, immediate threats to our island's resilience, competitiveness, and social cohesion. The pressures outlined throughout this manifesto are already visible: talent shortages intensifying, a visitor economy losing ground, rising costs straining families and employers alike, and an over-reliance on a single economic pillar that leaves us exposed to global volatility. These are not distant risks. They are here. Now. And they are accelerating.

For decades, successive governments have received lists of wants, proposals, and pleas from industry. Many were well-meaning. Some moved the needle. Too many did not. This manifesto is different for one reason: it does not ask for isolated fixes, but for a fundamental shift in how Jersey governs itself and how political leaders choose to lead. The scale of the issues before us makes one thing clear: no single minister, department, or siloed agenda can deliver the transformation Jersey requires. We have not focused on some issues that fall outside the remit of a call to action from business leaders, such as the new healthcare facility.

However, we note that for businesses to remain resilient and for the sustainability of the island workforce these matters, which will be highlighted from other bodies, should be given due care and attention. As we have outlined, in order for businesses to thrive their most important asset, human resource, needs to thrive too.

This is a moment that demands collective leadership, not individual positioning. It demands a Council of Ministers who operate not as independent actors with fragmented priorities, but as a unified team committed to ensuring the sustainability of Jersey. It needs a Council of Ministers who understand the intrinsic link between Economic and Social policy.

It needs a Council of Ministers which recognises the need to increase revenue through economic growth and decrease public spending through targeted reform. The island needs a Council of Ministers who understands the need for data driven policies, and which contemplates the unintended consequences. We cannot let ideology overrule economic sense. Agree to the expert advice provided by advisory panels including the Fiscal Policy Panel ("FPP")

The next Council of Ministers cannot afford the lost momentum of political infighting, leadership churn, or any other internal governing distraction. The island has already experienced the cost of stalled progress, and a reshuffled Council of Ministers. We cannot repeat that cycle.

As the professional body for governance, the IoD is uniquely placed to champion, and support, a higher standard of leadership culture within government. Good governance is not a bureaucratic accessory; it is the engine that enables strategic thinking, clear accountability, long-term planning, and evidence-led decision-making. Without it, even the best intentions collapse into short-termism. With it, Jersey can regain its sense of direction and purpose.

The Chamber of Commerce is resolute that businesses cannot suffer from a lack of leadership and contemplation of the unintended consequences of policy decisions on the business community. As well-respected bodies championing free enterprise and economic growth through business resilience we stand together for this call to action.

Conclusion

The themes you have just read: talent, visitor experience, sustainability, entrepreneurship, revenue resilience, diversification, and regulatory reform, are not standalone ideas. They succeed only when delivered together, through an integrated, cross-government approach anchored in shared goals and shared responsibility.

This is what makes this manifesto different: it presents a system-wide blueprint that requires, and depends on, a system-wide response. And that response starts with you - the incoming political leaders of Jersey. We need you to work with the business community.

We ask you to commit to:

1. Leading as one team

Adopt a unified programme of government, underpinned by good governance, mutual accountability, and a collective commitment to long-term outcomes over short-term politics. We ask for policies that transcend political term and individual agendas.

2. Embedding evidence-based decision-making

Use data, not ideology, to shape policy and as above ensure continuity beyond electoral cycles. Adhere to the advice, based on evidence, provided by the FPP

3. Partnering openly with industry

Recognise the private sector and third sector as strategic partners, not external voices. Co-design solutions that are rooted in reality and built for implementation. Ensure that the consultation process is not a tick box exercise but a value driven collaboration.

4. Championing ambition for Jersey

Be bold. Be imaginative. The cost of caution is now greater than the cost of change.

5. Building a better Jersey for individuals and businesses

Move beyond individual agendas. Deliver integrated reforms that strengthen our island's future and ensure prosperity reaches every household. The next four years will shape the next forty. The decisions you make, the culture you set, and the leadership you choose to embody will determine whether Jersey stands still and lets other jurisdictions thrive or steps confidently into a new era of resilience, innovation, and shared success.



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