

تمكين
Tamkeen

Transport and Logistics Sector

Skills Report 2024

مهارات البحرين
Skills Bahrain

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Content Disclaimer

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Executive Summary

Transport and Logistics connect the entire world and play a significant role in our daily lives. As we have witnessed in recent years, any disruptions the sector faces will likely impact the entire economy and ripple into all other sectors. For this reason, the sector is a focus for many around the world and is constantly targeted for innovation and disruption. Bahrain has identified Transport & Logistics as a key component of the national economy and a priority in the Economic Recovery Plan. The sector is expected to continue its growth path, adopting global technologies to transform mobility and logistical operations.

The sector today offers a promising career path, with a workforce of over 38,000 individuals employed across the different verticals of transport (air, land and, sea) as well as the complementary logistical services. Jobs have grown at a historical annual rate of 7% since 2018, a trend that is expected to continue its growth trajectory as Bahrain commits to investing in future infrastructure projects. This growth trajectory presents a wealth of opportunities for job seekers in the Transport and Logistics sector.

Industry representatives have stressed their priority in employing Bahraini nationals, in line with the sector strategy, particularly in operational roles such as drivers, dispatchers, and warehouse managers. In aviation, the demand for pilots and aircraft maintenance engineers is expected to grow following the stronger than expected rebound in travel post-pandemic. The industry representatives have also highlighted a shortage of supply chain specialists and health, safety and environment (HSE) officers, views which have also been echoed across other industries.

To fill job vacancies effectively, focus must be centered on addressing critical skills required in these roles that will also improve the sector's existing workforce. Given the nature of the sector and the number of moving parts, employers have a strong preference towards candidates that demonstrate strong adaptability and ability to cope with change and pivot immediately when required. In an industry with demanding hours and considerable pressure to perform, companies are looking for employees (particularly managers) that can be empathetic towards the team to develop a sense of comradery in the organization.

Whilst the industry primarily focuses on core skills when identifying candidates, technical skills are also sought after in specific roles. Regulatory decarbonization requirements are pressuring companies to retain in-house Health, Safety and Environment knowledge which is currently lacking in the labor market. Moreover, technological disruptions have prompted a need for digital skills in artificial intelligence (AI), machine learning (ML) and big data analysis in line with global standards. The urgency and importance of bridging these skill gaps with the support of the academia and training providers cannot be overstated. It will contribute to creating a future-ready workforce, armed with the tools to propel Transport & Logistics into a new era of growth.

Introduction & Purpose

Purpose

This report serves as a resource for individuals, organizations, and professionals intending to or currently operating in the Transport and Logistics sector. Its primary aim is to provide a clear understanding of both the current and future skills landscape within the sector, reflecting the views and insights from industry representatives alongside comprehensive secondary research. The report

identifies emerging trends, highlights the evolving nature of jobs and career opportunities in the sector, and outlines critical skills required to enhance the workforce's alignment with industry needs. Additionally, it provides an overview of the various educational pathways and training programs available to embark on or advance a career within the sector.

Intended Audience

Individuals
Provides insights into sector trends, jobs and skills in demand, as well as relevant trainings and programs, aiding in informed career planning.



Employers
Provides insights into sector trends, current and emerging skills landscape, and relevant trainings to guide workforce planning.

**Academia &
Training Providers**
Provides insights to support curriculum and training program development in alignment with industry needs.

Methodology

Research Methodology

A robust and systematic approach was followed with several key research activities, starting with an international benchmarking exercise to implement best practices in the development of a sector skills report. This initial step, in addition to guidelines from the International Labour Organization (ILO), informed the design of the engagement methodology outlined in the following section.

Extensive desktop research established an understanding of the current landscape within Bahrain's Transport and Logistics sector, and a review of Government strategies – including the Economic Recovery Plan and the National Energy Strategy – ensured alignment of findings with national strategic priorities. Economic and labor market data were sourced from official Governmental sources.

Engagements with sector representatives (see 'Engagement Methodology') provided the core insights into the sector's specific dynamics and requirements embedded throughout the report. The findings from these research activities have been consolidated into the Sector Skills Report, which serves as a valuable resource for individuals, employers, academic institutions, and training providers.

Engagement Methodology

To gather critical insights, a Sector Working Group was formed, serving as a collaborative platform for engagement and knowledge exchange. The Sector Working Group aimed to uncover trends, opportunities, and challenges within the Transport and Logistics sector, and to identify the skills gaps in the workforce.

This group included a diverse array of stakeholders and experts from both local and regional contexts, encompassing representatives from small and medium-sized enterprises (SMEs) and large companies, as well as higher education, vocational and training institutions. This wide-ranging representation ensured a holistic view of the sector's needs and dynamics.

Over a period of 10 weeks, from September to November 2023, the Sector Working Group conducted a series of workshops with the active participation of over 20 representatives covering nine distinct subsectors and activities, including Air Transport, Sea Transport Land Transport, Port Operations, Courier Services and a range of other Logistics services. These collaborative sessions were crucial in validating job demands and career pathways in the Transport and Logistics sector, drawing on the collective insights of the Sector Working Group members.

The contributions of the Sector Working Group were instrumental in the development of a core skills framework that is specifically tailored to Bahrain's Transport & Logistics sector. The insights and findings from the Sector Working Group's engagement have been thoroughly integrated into this report, offering detailed guidance and strategic recommendations for the sector's development.

Sector Overview

The Transport and Logistics sector is one of Bahrain's key priority sectors and a strategic contributor to the country's economic landscape. It is the seventh largest non-oil sector, constituting 7.3% of the national real GDP in 2022, with a total output of BHD 976.78 Million, as released by the Information and eGovernment Authority (IGA). The sector is a key driver of economic diversification in the country, and a significant employer to a diverse workforce of 38,034 professionals, representing 6.7% of total private sector employment as of the end of 2022, as released by the Social Insurance Organization (SIO), extracted from Labour Market Regulatory Authority (LMRA).

Regulatory oversight of the Transport and Logistics sector primarily rests with the Ministry of Transportation and Telecommunications (MTT). The Ministry develops and implements policies and regulates Civil Aviation Affairs, Ports and Maritime Affairs, Land Transport Affairs, and Bahrain Post. Furthermore, Bahrain Customs Affairs within the Ministry of Interior facilitates safe and legitimate trade and travel at Bahrain's air, sea and land points of entry and oversees customs-related services at these borders, including inspections, security and clearance, as well as management of designated customs-bonded zones and warehouses.

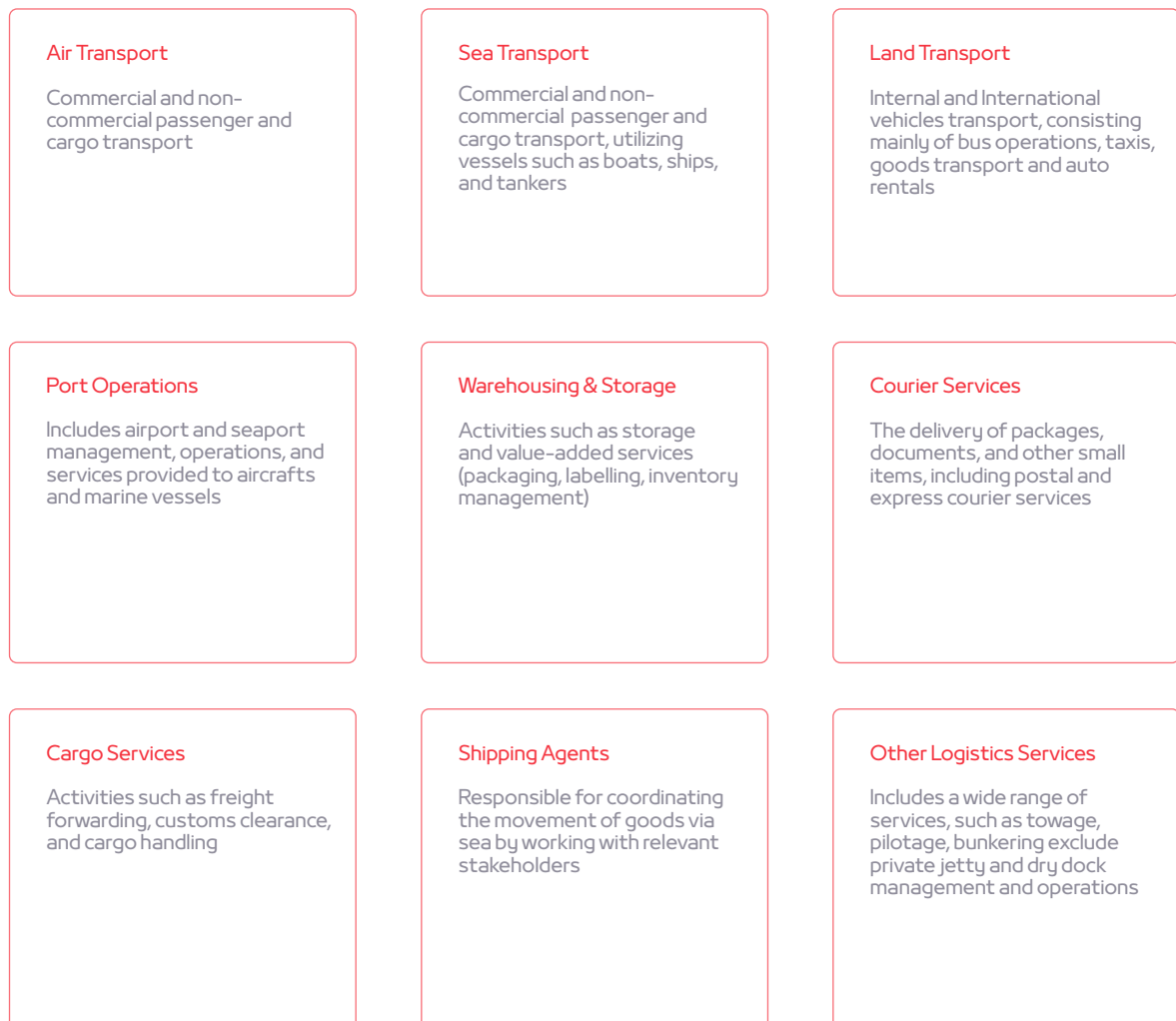
Meanwhile, the Supreme Council for Environment (SCE) is responsible for issuing environmental licenses to uphold environmental standards and sustainability initiatives in Bahrain. Additionally, engineering professionals, including Aircraft and Marine Engineers, must be licensed by the Council for Regulating the Practice of Engineering Professions (CRPEP) to practice in Bahrain.



Kingdom of Bahrain's Transport and Logistics Subsectors

The Transport and Logistics sector, currently comprises distinct subsectors, including three modes of transportation (air, sea, and land), port operations, and a host of logistics services, including warehousing and storage, courier services, cargo services, shipping agencies and other logistics activities.

Figure 1: Transport and Logistics subsectors



Transport and Logistics Infrastructure Development and Investments

Bahrain is strategically located in the Arabian Gulf, making it a prime location for transport and logistics companies aiming to tap into the GCC market, notably the Kingdom of Saudi Arabia (KSA). Bahrain has invested in key infrastructure projects across air, sea, and land transport to maintain this advantage and expand its connectivity with the region and beyond.

The recently completed USD 1.1 Billion Airport Modernization Program (AMP) has not just transformed the Bahrain International Airport (BIA) but has elevated it to a new level of efficiency and modernity. With a new passenger terminal and ongoing upgrades to the facilities and services offered across the airport complex, the new BIA is four times bigger than the old one and can accommodate 14 million passengers annually. The advanced technology Fuel Farm Complex and Maintenance, Repair, and Overhaul (MRO) Zone will support improved aviation services to airlines operating at BIA, ensuring a seamless and top-notch travel experience for all.

AMP's 'Express Cargo Village' component is currently under development to strengthen Bahrain's value proposition as a global leader in air cargo hubs. The logistics hub will span 25,000 square meters and have 10 modular warehouses dedicated to individual cargo express companies. It aims to boost BIA's cargo handling capabilities, better accommodating larger volumes to meet growth expectations in air cargo and e-commerce shipments.

Bahrain's main commercial sea port, Khalifa Bin Salman Port (KBSP), demonstrates an example of commerce, sustainability and innovation. Equipped with four post-Panamax cranes and facilities for general cargo, roll-on/roll-off (Ro-Ro) vessels, and passengers at the cruise terminal, KBSP can accommodate some of the largest container vessels. Its strategic location solidifies its position as a regional distribution hub with ~30mins transit links to KSA via the King Fahd Causeway. KBSP is progressing towards becoming the first seaport in the region to be entirely powered by solar energy, with a USD 10 Million initiative expected to achieve a 65% reduction in carbon emissions, demonstrating Bahrain's commitment to environmental responsibility and achieving its Net-Zero targets.

In terms of land transportation infrastructure, Bahrain plans to build a 29-kilometer metro system spanning 20 stations along 2 lines and 2 interchanges, linking strategic areas including BIA, Manama, Seef District, Juffair, Tubli, and Isa Town. The project is expected to be developed with the private sector through an integrated Public-Private Partnerships model. Additionally, the GCC Railway project aims to provide an alternative mode of transportation and will mark Bahrain's first railway network development. A vital component of this project is the King Hamad Causeway, a new bridge planned to run parallel to the existing King Fahad Causeway and expand capacity between Bahrain and KSA.

Employers in Bahrain's Transport and Logistics Sector

Bahrain's Transport and Logistics sector has evolved from its historical roots as a sea trading hub connecting East to West to a modern and multi-modal ecosystem with the rise of air travel in the 1930s and, later, land connectivity through the opening of King Fahad Causeway in 1986. Today, the sector comprises of many local and international companies that facilitate the efficient movement of passengers and goods through Bahrain, including air, sea, land transporters warehousing, and logistics service providers.

Air Transport

Aviation has played an essential role in Bahrain's connectivity to global destinations, and the arrival of the first commercial flight to Bahrain in 1932 marked the region's first international airport. Bahrain Airport Company (BAC) manages the operations of BIA and is responsible for developing the airport's infrastructure, facilities, and commercial offerings. Meanwhile, Bahrain Airport Services (BAS) provides airport and ground handling services to regional and international airlines landing at BIA, including cargo services, in-flight catering, and aircraft maintenance and repair services. BIA is home to the national flag carrier Gulf Air, which operates a wide network of passenger and cargo commercial flights to key destinations worldwide. Moreover, the airport's strategic location has attracted DHL Aviation to set up operations in the Kingdom, establishing Bahrain as its regional hub for cargo flights and logistics services, serving the Middle East, Asia, Africa, and Europe.

Sea Transport

Marine transport and related services center around the KBSP, Bahrain's main commercial seaport. KBSP is managed and operated by APM Terminals (APMT), which provides services for containerized shipments, general cargo, roll-on roll-off (Ro-Ro), cruise services, and value-added services. Through its modern infrastructure and multi-purpose facilities, KBSP is important in facilitating external trade for exporters and importers, including large industrial players in the oil & gas and manufacturing sectors. Marine transport services are provided by companies like Al Jazeera Shipping Company (AJS), which has a fleet of over 150 units catering to the offshore and oil & gas industry, and Svitzer, a pilotage and towage service provider assisting the navigation of vessels to and from KBSP and other ports.

Land Transport

Land transport has seen significant developments in recent years, particularly with the establishment of the Bahrain Public Transport Company (BPTC). Established in 2015 as a joint venture between Mobico Group PLC (formerly National Express Group) and Ahmed Mansour Al-Aali (AMA), BPTC operates the upgraded bus network and provides the upgraded buses, equipment, and passenger terminal infrastructure.

Beyond public transport, land transport companies,

including taxi, bus, and truck operators, are the foundation of Bahrain's domestic and regional transportation network, guaranteeing daily mobility for people and cargo. Local transport services companies, such as Ahmadi Transport, MRE Transport, and Al Alawi Transport, typically have fleets of various categories to transfer passengers and cater to schools, ministries, corporations, and other clients. Some companies like Bahrain Limo, Al Sadiq Transport, and Dana Transport also operate international routes that transport passengers to KSA and other regional destinations via the King Fahd Causeway. On the other hand, companies licensed to transport goods typically operate trucks, trailers, low beds, forklifts, and other heavy vehicles, supporting clients in the movement of general and specialized cargo, including heavy equipment, metals, chemicals, and other goods. These include Turk Heavy Transport, Armada Transport Co., Al Baraka Logistics, Al Sabbagh Transport Co., and AMEENCO, to name a few.

Logistics Services

Bahrain's modern and world-class transport infrastructure and connectivity to regional and global markets via air, sea and road have been a critical driver to the growth of its Logistics sector. This has attracted many leading players to establish warehousing and other logistics operations to support the movement of goods into and out of the Kingdom. For example, third-party logistics (3PL) players offer their customers a wide range of services, from warehousing and last mile delivery, to freight forwarding, ship agency services, and complete end-to-end supply chain management solutions. Leading companies in contracted logistics services include DSV, GAC, Trafco Logistics, and Kerry Logistics.

More recently, e-commerce has led to the

establishment and growth of many courier companies within Bahrain's Logistics ecosystem to support increased demand for last mile delivery, including DHL, FedEx, Aramex, UPS, and Naqel Express. Local courier companies, such as Parcel, also serve local startups and SMEs and offer specialized services for e-commerce package deliveries. Other players offer highly personalized, niche storage and logistics services to end customers. For example, Malca-Amit recently set up its regional office in Bahrain to provide high net-worth customer segments door-to-door transport and storage of high-value goods such as jewelry and precious items, and personal vaulting solutions.

Overall, Bahrain's Transport and Logistics sector continues to evolve around the Kingdom's air, sea, and land transport infrastructure, creating new opportunities for the sector's vast ecosystem of local and international operators and service providers. While still in the planning stages, the Government's ambitious plans for rail will mark an exciting development and lead to the emergence of new jobs and career opportunities. These developments suggest a promising period of sustainable growth for Bahrain's Transport and Logistics sector.

The Transport and Logistics Sector in Numbers

GDP Contribution



Transport & Communication*

In **2022**, Transport & Communication sector contributed

7.3%

to the country's total real GDP

with a total GDP output of

BHD 976.78 Million

*Transport and Communication used as a proxy to represent the GDP contribution of the sector, as released by the Information and eGovernment Authority (iGA).

Employment



Transportation and Storage*

As of **2022**, the sector was the fifth-largest employer, with

38,034 employees

Representing a CAGR of

6.7%

from 2018-2022

*Transportation and Storage used as a proxy to represent the Employment contribution of the sector, as released by the Social Insurance Organization (SIO), extracted from Labour Market Regulatory Authority (LMRA).

Foreign Direct Investment



Transportation and Storage*

In **2022**, the sector attracted a total of

BHD 45.5 Million

of foreign direct investment into the country

a **30% increase** when compared to the FDI in 2021

*Transportation and Storage used as a proxy to represent the Foreign Direct Investment of the sector, as released by the Information and eGovernment Authority (iGA).

Trends shaping Bahrain's Transport and Logistics Sector

The Transport and Logistics sector globally has faced significant challenges in recent years, including supply chain disruptions due to the COVID-19 pandemic and geopolitics, rising fuel costs, and changes in consumer behavior. However, the sector has quickly adapted and evolved to overcome these challenges. As a result, several trends have emerged that redefine how people and goods are transported. These include digitalization and automation, adopting the environmentally sustainable practices, and the surge in e-commerce.

Digitalization and Automation

In order to prepare for future careers, recognizing the profound impact of digitization and disruptions in the transport and logistics sector is essential. The industry faces significant challenges, including siloed and unintegrated operations, hindering efficiency and cost-effectiveness, alongside the management of vast amounts of data leading to potential errors. To remain competitive and thrive in this evolving landscape, companies must embrace transport and logistics digitization, leveraging digital trends to offer seamless solutions to customers. Digitization touches various facets of logistics operations, from transportation and warehousing to inventory planning and returns. Embracing digital solutions provides firms with the flexibility and efficiency necessary to navigate the complexities of Industry 4.0. As technology adoption in logistics continues to grow, tools like real-time transportation tracking, visibility planning, and telematics for fleet management are becoming increasingly vital, enabling companies to reduce costs and enhance productivity.

In Bahrain, digitalization and automation efforts are underway in various applications, especially in airport and seaport operations. For example, the Bahrain International Airport's new terminal features automated operations through its automated airport management and baggage handling systems, in addition to digitalized passenger touchpoints including self-service options and biometrics technologies. Meanwhile, APM Terminals has managed to reduce wait times at KBSP and increase cargo handling capacity by implementing an automated gate system, launching a digital Truck Appointment System, and installing Optical Character Recognition (OCR) cameras on cranes that automatically capture and interpret container data.

Digitalization and automation trends are shaping Bahrain's transportation sector, driving significant change across all modes of transport and logistics operations. These trends leverage new and emerging technologies to streamline and replace inefficient manual processes, leading to operational efficiency gains, faster processing times, lower costs, reduced errors, and improved safety. From airports to sea ports, the adoption of digital platforms, IoT sensors, robotics, AI, and ML algorithms is transforming the way logistics operations are conducted. While the Transport and Logistics sector in Bahrain is only beginning to embrace these new technologies, the journey towards digitalization and automation is expected to create opportunities for professionals in areas such as IoT management and AI integration.

Sustainability and Mobility

Sustainability and reducing carbon footprint have been high on the agenda for many countries worldwide, including Bahrain. According to the International Energy Agency, carbon emissions from the Transport & Logistics sector accounted for almost 22% of total global carbon emissions in 2022. This was primarily driven by emissions from private cars and vans (44% of sector emissions), followed by buses and trucks (29%), aviation (10%), and international shipping (9%). As a result, companies in this space have been investing in green technologies and sustainable operations to reduce carbon emissions and their environmental impact.

Regulatory pressure has also been increasing in recent years, with international agreements like the Paris Agreement targeting net zero carbon emissions by 2050 with an interim target by 2030 (45% reduction). Additionally, the global shipping industry faced more stringent targets set by the International Maritime Organisation (IMO) in July 2023 to achieve net zero emissions by 2050 with interim targets for the years 2030 (20%–30% reduction compared to 2008) and 2040 (70%–80%). Similarly, the global aviation industry has also been under pressure from environmental activists and as a result, has set a long-term goal of achieving net zero emissions by 2050, as set by the International Civil Aviation Organization (ICAO).

In addition to regulatory pressures, transport operators and logistics services providers face added pressure to adopt sustainable measures from manufacturers and companies along the supply chain. The reason for this pressure stems from the fact that manufacturers and other companies' indirect emissions include emissions from their transport activities (and all other activities up or down their

value chain). In turn, consumers are pressuring these companies to be more sustainable and are doing so by shifting their purchases toward more 'sustainable' businesses.

In light of this, transport operators have resorted to various measures to reduce carbon emissions and move toward the set targets. The aviation industry is reducing emissions from jet kerosene by testing low-emission sustainable aviation fuels (SAF) and battery-powered electric aircrafts. However, both technologies require significant investments to commercialize. The shipping industry is also exploring low-emission and zero-carbon alternative fuels such as methanol, ammonia, hydrogen, biofuels, and electric vessels. In land transport, electrification and engine improvements and fuel consumption have led the way to decarbonize cars and vans, while heavy-duty trucks and buses have been more challenging to decarbonize through electrification.

Bahrain's National Energy Strategy and commitment to net-zero emissions by 2060 require a joint effort between the Government and various sectors, including Transport and Logistics, Manufacturing, and Energy. The Strategy focuses on energy optimization, cleaner fuels, and carbon abatement technologies. In line with this direction, Bahrain's new airport terminal has been Gold-certified by the U.S. Green Building Council for "Leadership in Energy and Environmental Design," which recognizes BIA's operational efficiency and reduced energy and plastic waste, making BIA the country's largest 'green' building. Moreover, renewable energy – particularly solar – is a crucial enabler of decarbonization efforts. For instance, Khalifa Bin Salman Port is on its way to becoming the first fully solar-powered seaport in the region in 2024 as part of APM Terminal's global decarbonization plans, while warehousing and logistics providers are also increasingly adopting solar energy to reduce carbon emissions at their facilities.

Bahrain is committed to electrification as part of the

measures taken to contribute to the Kingdom's sustainability goals. The Government is developing a comprehensive strategy for electric vehicles, including policies, regulations, and required infrastructure to support the growth of electrification in Bahrain. Overall, the shift towards sustainability is expected to drive demand for professionals skilled in environmental management, renewable energy technologies, sustainable supply chain practices, electric vehicle maintenance, and sustainable transportation planning.

E-commerce and Changing Consumer Preferences

The rise and exponential growth of e-commerce are also driving changes in how companies operate in the Transport and Logistics sector. This is strongly driven by consumers increasingly expecting faster and more flexible delivery options.

Across global markets, the volume and speed of online retail trade are on a steep upward trajectory, putting pressure on transport operators across all modes (air, sea, and road) to deliver more packages more frequently along more routes. Large companies, such as Amazon and DHL, are continuously developing solutions to streamline last-mile deliveries, including drone technologies for faster than one-day deliveries. Additionally, airport operators, seaport operators, and logistics service providers continuously invest in operations optimization and infrastructure expansions to accommodate this trend.

In recent years, Bahrain has seen a marked increase

in online consumer purchases and increased government support for e-commerce. According to the Central Bank of Bahrain, e-commerce transactions in Bahrain grew by 80% the three years between 2021 and 2023. Meanwhile, several Government initiatives, including the Ministry of Industry and Commerce's (MOIC) National eCommerce Strategy, mall.bh website, and 'eFada' seal to verify the legitimacy of e-commerce platforms, aimed to support the local e-commerce market, encourage local businesses to develop their digital presence, and boost consumer confidence in online transactions.

This trend has necessitated upgrades in Bahrain's transport infrastructure and logistics capacity to accommodate the boom in local and regional e-commerce activity, as Bahrain is a vital transshipment hub to the broader region. For example, upon completion, the new 'Express Cargo Village' at Bahrain International Airport, will be an advanced logistics hub geared towards couriers and other logistics companies. The hub is set to expand Bahrain's warehousing real estate with ten modular warehouses consisting of 19 units and will be able to handle 1.3 million tonnes of cargo at full capacity to support the continued growth of e-commerce. Furthermore, APM Terminals has upgraded its facilities at KBSP and streamlined operations for faster turnaround and throughput of cargo. Last-mile delivery companies have also been developing advanced technology-enabled solutions to optimize delivery routes and enhance parcel tracking to meet the demands of both businesses and consumers.

The rapid growth in e-commerce is changing the way logistics service providers operate, and according to the Sector Working Group, this requires a workforce that can adapt to new technologies. It is expected to continue generating jobs in last-mile delivery and customer service and create new opportunities in data analytics and automation as warehouses upgrade their facilities.

Career Opportunities

Evolving Career Opportunities in Bahrain's Transport and Logistics Sector

A career in the Transport and Logistics sector involves being an integral part of an industry that facilitates the movement of people and goods. The sector is one of the key drivers of Bahrain's economic development, connecting Bahrain through air, land, and sea to the rest of the world. It is a vast sector with diverse career paths to match individuals with different interests and skills.

In collaboration with the Sector Working Group, seventeen job families were defined that capture critical roles currently in Bahrain's Transport and Logistics sector, presenting opportunities for career growth and progression (see supplementary document "Transport and Logistics Career Pathway Map"). These are structured around logistics services and three modes of transportation: air, sea, land, and related services.

Careers in air transport and related activities involve working in or around Bahrain's busiest hub, the Bahrain International Airport (BIA). Numerous roles provide the opportunity to progress to managerial roles, such as Terminal Officers, Airside Operations teams, and Airport Emergency Officers. Individuals interested in more technical roles can join the Operations & Maintenance team of Technicians and Engineers providing on-site troubleshooting and resolving technical issues in airport facilities while upholding health, safety, and environmental standards.

Adjacent careers in airport services at BIA are also varied, encompassing aircraft engineering, ground handling, and catering services. Aircraft Engineers, for example, issue release certificates for airline operators and assess aircraft airworthiness, ensuring compliance with service standards and safety regulations. Ground handling staff provide end-to-end services to aircraft between arrival and departure at BIA. Furthermore, culinary professionals can pursue careers in Catering – a key service line for airports and airlines. In Catering, Operations teams, Catering Logistics teams, and Chefs ensure meals are prepared and delivered for flights (and, in some instances, airport lounges), adhering to safety and quality standards.

Air Traffic Management is a unique and highly sought-after career opportunity in aviation, primarily focused on the safe and efficient movement of aircraft at BIA and in Bahrain's airspace. Air Traffic Controllers are responsible for monitoring and directing aircraft traffic with the ability to progress to a Head of Shift in a supervisory role overseeing wider operations of ATCO teams. Individuals who are detail oriented, can work under pressure, and possess strong decision-making skills are best suited for this career.



Individuals interested in land transportation and driven by operational efficiency can explore careers in Bus Operations and Road Operations. Bus Operations, primarily the public bus system, encompass a variety of roles, such as Station Officers, Drivers, and Driver Trainers, all focused on providing consistent, comfortable, and safe journeys for passengers. The Network and Planning function in Bus Operations involves strategic planning and management of the bus network to optimize service coverage and efficiency. The Technology & MIS Officer handles technological aspects, the Network Planner designs bus routes and schedules, and the Scheduler ensures timely bus services. Career advancement opportunities within Bus Operations in this function range from entry-level operational roles or technical roles to managerial positions like Head of Operators and Network and Planning Manager.

Land Road Operations offers career opportunities for individuals interested in efficiently managing traffic and goods. Examples of roles within this job family include the Operations Executive, responsible for overseeing daily land road activities; the Yard Handler, responsible for managing yard operations and coordinating the movement of goods, vehicles, and equipment; and the Landside Operations Supervisor, who focuses on traffic management and transportation services. All the job roles within this job family strive to provide safe and efficient services.

Careers in sea transport and related maritime activities are a third area that offers exciting career opportunities within KBSP. Port Operations roles focus on the day-to-day activities like loading and unloading cargo; Port Asset Management and Port Security functions ensure port facilities and equipment are maintained and that the port is safe and secure from threats, while the Commercial teams look to improve services, build client relationships, and grow the business. Outside of port operations, Maritime Towage and Pilotage is a fascinating area that involves guiding large ships safely into and out of ports, like KBSP, using tugboats. Maritime Towage and Pilotage comprises a skilled set of occupations including Marine Engineering and Maintenance and Movement Operations, which involves the navigation



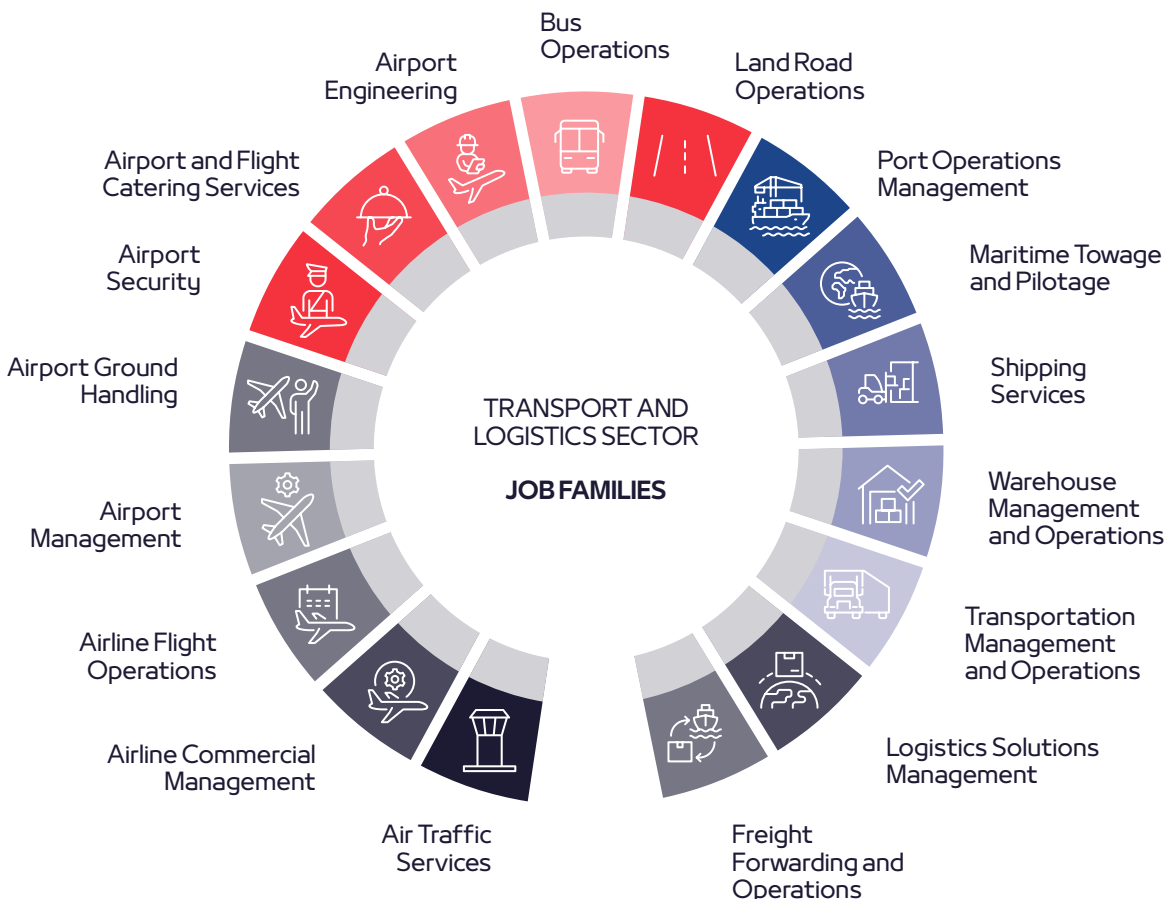
and operation of tugboats to maintain safe navigation in and around KBSP and other non-commercial ports around Bahrain. Other services include Ship Agency services that involve managing the admin tasks for ships visiting KBSP and their crew.

Careers in Logistics Services are broader in scope when compared to transportation, as Logistics Services involve the 'planning' and 'management' of all transport. Warehouses are a prime example as they vary significantly in size and items being stored; however, managing a warehouse requires careful coordination of everyday tasks and ensuring smooth operations. Roles range from the Warehouse Coordinator, who handles day-to-day tasks, to the Warehouse Operations Manager, who sets the strategy for storing and moving goods. Similarly, the Warehouse Transportation team focuses on incoming and outgoing movements of stored goods.

Meanwhile, the Logistics Solutions and Implementations team solves customers' painpoints and challenges. A career in this field may be suited to entrepreneurial minds, problem-solvers, and innovators. Entry-level Specialists and their Managers focus on creating innovative, tailored logistics strategies, under a directors' oversight, to align solutions perfectly with current industry needs.

A career in Freight Forward Operations is another area of logistics that is central to the international shipment of goods and cargo, linking manufacturers, transports, and receivers. Freight Forwarders can streamline operations for customers and oversee the entire process through their direct relationships with shipping lines, trucking companies, and cargo airlines. They also enjoy special status with customs authorities for faster clearance of shipments. As for Technical Support, Specialists and Managers work to ensure operations meet the strict quality and technical standards, ensuring the flow of reliable and safe goods.

Figure 5: Transport and Logistics job families



Jobs in Demand

According to the views of the Transport and Logistics Sector Working Group, the current and future employment landscape in Transport and Logistics is characterized by a demand for a workforce that is adaptable, technologically savvy, and environmentally conscious. These insights are aligned with the observed trends of digitalization, automation, and sustainability, amid the rise of e-commerce that is profoundly transforming the nature of work in the logistics and transportation industries. Coupled with national strategic priorities to strengthen Bahrain's regional and global positioning in the sector, these trends are anticipated to increasingly influence the demand for specific jobs across the sector.

Air Transport and Related Operations

Bahrain's Air Transport sector offers many employment opportunities for Bahrainis, particularly in the aviation industry. While the pandemic led to mass layoffs and staff surpluses globally, more recently, the sector is projected to face a global shortage of airline crew, which in turn, is expected to drive up demand for Pilots and Cabin Crew. This is due to the faster-than-anticipated rebound of air travel and global trade post-pandemic, and increased competition from regional airlines. Aligned with the experience of the Sector Working Group, this demand is expected to grow.

The rise in air cargo volume, fueled by the e-commerce boom, is also boosting demand for Air Freight Agents. Additionally, Aircraft Maintenance Engineers will be needed to service and repair the expected growth in the number of inbound and outbound flights and aircraft, while more Flight Dispatchers will be needed as they play an increasingly important role in maintaining the safe and efficient navigation of aircraft.

Looking ahead, Air Transport is expected to grow as Bahrain aims to become a global air cargo hub, driven by expansions at Bahrain International Airport (BIA) and the development of the "Express Cargo Village." Furthermore, Gulf Air has recently introduced new destinations and increased flight frequencies on existing routes, suggesting a potential need for more airline crew support.

Land Transport and Related Operations

In the Land Transport sector, current job demand is mostly for Drivers, who are central to transporting people and goods, whether domestically within Bahrain or regionally across the King Fahd Causeway. Currently, there is a visible need for more Drivers with experience in operating heavy trucks, as well as more Public Bus Drivers and Delivery Drivers. This is hardly unique to Bahrain, as the global trucking industry has suffered from a shortage of Heavy Truck drivers for several reasons, including a lack of interest from the younger generations to work in the sector. As e-commerce continues its growth trajectory, more and more businesses are building digital platforms and online stores, meaning further need for transport and delivery services.

There is also a need for Dispatchers, who coordinate and manage the assignment of resources to transport jobs; Route Planners, who design optimal routes for transportation; and Schedulers, who organize and manage the timing and scheduling of transport operations.

According to the Sector Working Group, more can be done to promote the Transport and Logistics industry to Bahrainis, primarily to address the general public's sentiment towards jobs in the sector and the view that the sector jobs are low-skilled and, hence, unattractive to the local workforce. This is no longer the case, as the sector is transforming fast, and the Government's planned infrastructure developments are expected to create new high-skilled jobs.

The future job outlook in the Land Transport sector is expected to shift towards more sustainable and technologically advanced jobs. Bahrain's commitment to electrification through the development of the National Electric Vehicle (EV) Strategy, in line with its sustainability goals, is expected to increase demand for expertise across environmental management, renewable energy technologies, and sustainable supply chain practices, as well as roles in EV technology development and EV maintenance. Moreover, the planned Bahrain Metro and GCC Railway projects will introduce a new mode of transport, potentially creating exciting and lucrative opportunities for Bahrainis in the (future) rail transport sector – for example, Infrastructure Engineers, Rail Transport Planners, Metro Transport

Planners, and Signal and Communication Engineers will likely be required.

Logistics Services

According to the Sector Working Group, the rapid growth in e-commerce is changing the way logistics service providers operate, and this requires a workforce that can adapt to new technologies and new ways of working in a fast-paced environment. This aligns with Bahrain's strategic initiatives – for example, the “Global Sea-to-Air Hub” and the “Express Cargo Village” at BIA– that aim to strengthen the Kingdom's position as a transshipment hub in the region.

Currently, the Logistics Services industry is seeing the highest demand for more traditional specialized roles, such as Warehouse Operations Managers, Supply Chain Specialists, and Procurement Specialists. These roles operate critical functions in the logistics value chain. As per the feedback from industry representatives at the Sector Working Group, the industry is expected to continue generating jobs in last-mile delivery to keep up with customer needs and larger volumes of shipments. There is also a strong demand for Customer Service Officers, as human interactions are still at the core of what logistics companies do.

Furthermore, Digital Marketing Specialists are becoming increasingly crucial for logistics businesses as they grow their digital brands. As trade networks have become more complex, (Trade) Compliance Specialists are in demand to ensure the business is adhering to local and international regulations. Another growing area of focus driven by regulations is the need for Health, Safety, and Environment (HSE) Officers.

Digitalization and automation activities in the logistics industry, albeit slower than other industries, are driving current demand for Data Analysts and Data Scientists, as well as IT Support. According to the Sector Working Group, logistics companies are

increasingly upgrading their warehouses and facilities, creating opportunities for automation experts. At the same time, achieving efficiencies to optimize supply chains has become supply chain optimization has become essential and is increasing demand for Data Analysts to enable better-informed decision-making.

Looking forward, the Sector Working Group expects a more significant focus on sustainability in coming years as the pressure is high on logistics players to decarbonize, even though a complete transition to green jobs and green technologies could take many years. The industry representatives anticipate increasing demand for jobs in Automation / I4.0 Technologies, Cybersecurity, AI, Robotics, Optimization & Fuel Efficiency, and Environmental Management, reflecting the move towards sustainability and adopting new technologies.



Figure 6: Jobs anticipated by the Sector Working Group to be in demand

Note: The job roles listed below are in alphabetical order and not ranked according to sector demand.

Job in demand	Job overview
 <p>Air Freight Agent</p>	<p>Air Freight Agents are responsible for providing smooth and efficient delivery of air freight shipments through the coordination of shipments, management of documents, customs compliance, risk negotiation, and overseeing logistics such as booking cargo space with airlines. Air Freight Agents have a solid understanding of international regulations and security requirements to ensure freight shipments are transported to the desired location in an efficient manner.</p>
 <p>Aircraft Maintenance Engineer</p>	<p>Aircraft Maintenance Engineers are responsible to uphold the safety and efficiency of aircraft through conducting inspections, repairs, and maintenance where necessary. Aircraft Maintenance Engineers must adhere to aviation regulations and maintenance manuals as it is vital that safety and quality assurance are top priorities to keep individuals safe and guarantee an aircraft's operational readiness.</p>
 <p>Airline Pilot</p>	<p>Pilots navigate and control aircraft, ensuring safe and efficient flight operations. They interact closely with air traffic controllers, cabin crew, and ground support staff to coordinate flight activities. Pilots are responsible for planning flight routes, monitoring weather conditions, and adhering to safety regulations. Their role is crucial in the aviation industry, as they are the key figures ensuring that passengers and cargo reach their destinations safely and on time.</p>
 <p>Compliance Officer</p>	<p>Compliance Officers are responsible for ensuring an organization adheres to regulatory requirements, and internal procedures. The role involves continual monitoring of compliance procedures, internal policy review, and conducting audits to identify areas of non-compliance. They typically educate other employees through training sessions to promote an ethical culture within the organization.</p>
 <p>Data Scientist</p>	<p>Data Scientists analyze complex data sets to optimize operations and drive decision-making. They work with various departments, including supply chain management, warehousing, and customer service, to identify trends and patterns that can improve efficiency and reduce costs. Their role is increasingly important as the industry moves towards digitalization and data-driven strategies, making them pivotal in enhancing operational performance and competitiveness.</p>
 <p>Dispatch Navigation Officer</p>	<p>Dispatch Navigation Officers plan routes and offer navigation assistance to ensure the efficient and safe transit of vehicles or vessels. Their job role entails enhancing operational efficiency through regulation compliance, analysis of transportation data, and collaboration with logistics teams to minimize delays, reduce costs, and enable seamless deliveries.</p>

Job in demand**Job overview****Drivers (Bus)**

Bus Drivers play a crucial role in the public transportation system, ensuring the safe and timely transport of passengers to their destinations. They are responsible for operating buses along designated routes, adhering to strict schedules, and maintaining order and safety on the bus. Bus Drivers interact with passengers, providing assistance and information as needed, and work closely with dispatchers and other transportation staff to coordinate travel. Bus Drivers facilitate efficient urban mobility and contribute to the overall functioning of the public transit system.

**Drivers (Heavy-Duty Truck)**

Heavy-Duty Truck Drivers are responsible for transporting goods and materials while ensuring efficient deliveries. This is attained through route optimization and adherence to safety standards. Heavy-Duty Truck Drivers are typically well-versed in emergency procedures to ensure the safety of themselves and other passengers on the road while transporting heavy goods and materials.

**Health, Safety and Environment (HSE) Professionals**

HSE Professionals are responsible for the implementation and monitoring of health, safety, and environmental programs and policies across the organization through compliance with national regulations and internal practices. They are responsible for evaluating risks, developing emergency response plans, conducting training to enhance employee knowledge of HSE procedures, and documenting all incidents related to HSE.

**Procurement Specialist**

Procurement Specialists are responsible for sourcing and acquiring goods and services needed for operations. They negotiate contracts, manage supplier relationships, and ensure the timely delivery of quality products at competitive prices. Their interactions span across various departments, including Finance, Operations, and Inventory Management, playing a key role in maintaining the smooth flow of resources and controlling costs.

**Scheduler**

A Scheduler assists the Network and Planning Manager in the creation of running time reports, timetables, bus workings, driver duties. They identify opportunities to better match service provision to passenger demand and improve service reliability.

Job in demand**Job overview****Transport
Dispatcher**

A Transport Dispatcher is responsible for coordinating and managing vehicles, drivers, and goods to guarantee timely deliveries through planning routes to optimize resources. Transport Dispatchers usually have effective communication skills to manage several stakeholders such as drivers, customers, and internal teams. They must adhere to and enforce their team members' compliance with safety regulations and company policies to ensure reliable transportation processes.

**Transport
Route Planner**

Transport Route Planners are responsible for reducing costs while maximizing resource utilization while delivering reliable transportation. Transport Route Planners are expected to fulfill these responsibilities through the use of data and various technological tools to monitor performance, analyze areas for enhancement, and implement best practices to optimize transportation routes.

**Warehouse
Coordinator**

A Warehouse Coordinator is responsible for ensuring the smooth operation of warehouse activities by coordinating general warehouse operations, managing shipping (inbound), handling deliveries (outbound), maintaining inventory, and documenting warehouse transactions and records. They must comply with safety regulations throughout the entirety of their daily tasks.

**Warehouse
Operations
Manager**

Warehouse Operations Managers are responsible for managing the resources and operations of a warehouse by projecting, dispatching, and storing products. They lead their department and promote buy-in from internal and external stakeholders, while ensuring adherence to policies and procedures to maintain the safety and well-being of the team while optimizing operations.



Career Spotlight

Career Spotlight:

WAREHOUSE COORDINATOR

Role Overview

A Warehouse Coordinator is responsible for ensuring the smooth operation of warehouse activities by coordinating general warehouse operations, managing shipping (inbound), handling deliveries (outbound), maintaining inventory, and documenting warehouse transactions and records. They work closely with internal and external stakeholders to accomplish their tasks and facilitate compliance with height, weight, and special handling requirements in stacking, moving, and arranging items on pallets according to the storage plan. Additionally, the role involves complying with safety, health, and operational quality standards, performing risk assessments, and reporting any incidents that compromise safety. This role is currently in demand according to the Sector Working Group insights.

Career Pathway and Progression

The Warehouse Coordinator role serves as a primary role within warehouse operations, requiring individuals with strong communication skills, adeptness in teamwork, physical fitness, and a knack for adapting to new systems. From this foundational position, individuals have the chance to ascend the career ladder toward supervisory and managerial roles.

Alternatively, Warehouse Coordinators may transition into supervisory positions within transportation management, operations, or logistics solutions management. These managerial roles, including Warehouse Transportation Supervisor, Logistics Solutions Manager, Logistics and Implementation

Contracts Manager, and Category/Vertical Product Manager, demand a deeper comprehension of logistics, transportation management, and strategic planning to ensure the seamless flow of goods in and out of the warehouse. These roles offer opportunities for leadership and innovation within logistics solutions management. The career progression outlined for Warehouse Coordinators highlights a commitment to inclusivity and diversity, providing equal avenues for advancement to all individuals. By emphasizing transferable skills and offering clear pathways for growth, organizations can cultivate diverse and inclusive workplaces, exemplified by the Warehouse Coordinator role.

Organizations worldwide are embracing diversity and creating inclusive environments within warehouse management roles, promoting equal opportunities, and fostering a culture of belonging. Some of these global trends of promoting inclusivity in warehouse roles are demonstrated in companies like Amazon who have prioritized diversity by emphasizing collaboration within diverse teams for efficient warehouse operations. Similarly, IKEA fosters a gender-equal workplace where Warehouse Coordinators have equal opportunities for career growth, contributing to a more inclusive environment. Regionally, companies like Dubai Duty Free actively welcome Warehouse Coordinators from diverse backgrounds, inviting individuals to join their diverse team.

Career Spotlight:

HEALTH, SAFETY AND ENVIRONMENT (HSE) PROFESSIONALS

Role Overview

HSE professionals ensure the safety and well-being of employees, cargo, and the environment. Their responsibilities include developing and implementing HSE policies and procedures tailored to the unique risks and challenges of transportation and logistics operations. They conduct risk assessments and safety inspections to identify hazards associated with vehicle operations, cargo handling, and warehouse storage, and ensuring compliance with transport-specific regulations and standards, such as hazardous materials handling and vehicle safety. They work closely with various stakeholders, including production operators, maintenance, security, and administrative personnel, to ensure a safe working environment. The role may require working on-site or off-site and operating in shifts, depending on the organization's needs.

Career Pathway and Progression

Entering a career in Health, Safety, and Environment (HSE) as an Inspector varies depending on the employer but can typically be achieved with a Diploma. Professional certifications like the NEBOSH (National Examination Board in Occupational Safety and Health) certificate can significantly enhance a candidate's qualifications. As they progress to the role of HSE Officer, their responsibilities expand to include executing and implementing health and safety systems, identifying hazards and risks, and providing safety inductions and training.

HSE Specialists take on a more strategic role, coordinating the development of HSE frameworks, supervising system reviews and audits, and managing training and communication sessions. They also provide technical input for the development of Safe System of Work (SSoW) processes and procedures and contribute to continuous improvement initiatives.

At the top of the career ladder, the Head of HSE oversees all activities in the HSE department, provides technical expertise on HSE issues, leads the development of HSE frameworks, and ensures compliance with government regulations and organizational guidelines. They are also responsible for leading accident and incident investigations, managing the Safe System of Work framework, and driving departmental performance to achieve the organization's HSE goals.

Career Spotlight: AIRCRAFT MAINTENANCE ENGINEER

Role Overview

Aircraft Maintenance Engineers ensure the safety and airworthiness of an aircraft by conducting routine inspections, checks, and maintenance tasks to meet regulatory and safety standards. Troubleshooting and repairing mechanical, electrical, or structural issues are integral aspects of the role. Compliance with aviation regulations and meticulous record-keeping is crucial. Collaboration with maintenance teams, adherence to safety practices, and responding to emergency repairs are key responsibilities. Aircraft Maintenance Engineers must also communicate with flight crews, participate in emergency responses, and handle aircraft ground operations safely. This role is instrumental in maintaining aircraft airworthiness, contributing significantly to the reliability and efficiency of air transportation.

Career Pathway and Progression

The pathway to becoming an Aircraft Maintenance Engineer (AME) offers multiple routes, with a growing emphasis on gender diversity and inclusivity within the aviation sector. Initially, individuals can pursue vocational training, or a 2-year program offered by various institutes in Bahrain. Alternatively, obtaining higher education, such as a traditional engineering degree, provides a foundation for specialization as an AME. Practical experience gained through apprenticeships, internships, or on-the-job training is invaluable, and aspiring AMEs must acquire necessary certifications through written and practical exams.

Aircraft Maintenance Engineers have a broad spectrum of career opportunities within the aviation industry, reflecting a commitment to diversity and inclusivity. They can advance to roles such as Aviation Maintenance Manager, overseeing maintenance operations and ensuring regulatory compliance to uphold safety standards. Alternatively, specializing in aircraft inspection can lead to careers as Inspectors, responsible for conducting thorough inspections to maintain aircraft safety and compliance. Other pathways include roles as Technical Representatives for aircraft manufacturers, contributing to product support, troubleshooting, and ensuring the effective utilization of company equipment.

This career pathway not only offers diverse opportunities for professional growth but also underscores the industry's commitment to fostering gender equality and inclusivity. Initiatives led by organizations like the International Civil Aviation Organization (ICAO), academic institutions such as Embry-Riddle Aeronautical University, and legislative efforts like the Promoting Women in the Aviation Workforce Act in the United States highlight the importance of collaboration and advocacy for gender diversity in aviation maintenance. By championing diversity in leadership, offering mentorship programs, and implementing flexible work arrangements, the global aviation industry aims to create an inclusive environment that attracts and retains talent from diverse backgrounds.

PREPARING A FUTURE-READY TRANSPORT AND LOGISTICS WORKFORCE

In today's ever-changing job market, a shift in mindset is crucial for professionals to succeed. The traditional approach which focuses on tenure and job titles is being replaced by a skill-centric approach. To navigate the complexities and opportunities presented by digitalization, sustainability, and the increasing use of AI, individuals must prioritize continual skill development and adaptability. Embracing this mindset ensures relevance and competitiveness in the evolving landscape.

Recognizing this need, Tamkeen, in collaboration with the Sector Working Group, have developed National Occupational Standards and Career Pathway Maps specifically for the Transport and Logistics sector. These resources can be used to illustrate career trajectories available within the industry, both vertically and laterally. They provide a clear framework for the skills and competencies required at different stages and roles, giving direction to those who wish to progress or pivot in the sector. By doing so, this approach supports employees in making well-informed decisions about their career paths and professional development, focusing on the acquisition and perfection of those skills which are most sought after and needed in the Transport and Logistics sector.

Skills can be categorized as either core or technical skills, both of which are critical to building a successful and competent workforce. Core skills—also known as generic or soft skills—are essential for performing well in any environment or organization and are becoming increasingly more important to employers. These core skills have been captured in a well-defined core skills framework which can be used across all industries. On the other hand, technical skills are the abilities, knowledge, or expertise required to perform specific, job-related tasks. Many of these skills can be acquired through vocational training, learning programs or on-the-job experience.



Core Skills Framework

Tamkeen has developed and pioneered a Core Skills Framework as part of the country's wider skills taxonomy. The framework has been developed and aligned against a comprehensive list of international benchmarks and best practices, whilst reflecting the specific needs and aspirations of Bahrain as a progressive country.

Core skills underpin, promote and provide the foundation of the skills required to conduct specific job roles and functions. They are usually gained through life and work experience or through structured learning and training programs. Core skills are essential for any job or profession and provide a strong basis for lifelong learning and for building the technical skills required to support specific job roles.

The Core Skills Framework is structured around three key pillars: Social Intelligence, Self Management, and Analytical Skills, each playing a vital role in shaping a proficient and adaptive workforce. Under each of the key pillars, four core skills are defined forming a complete framework of twelve core skills.

Core Skills Framework



SOCIAL INTELLIGENCE

The ability to be self-aware, inclusive, communicative and form relationships with others with empathy, compassion and assertiveness

Building Inclusivity

The ability to create an environment and manage relationships across diverse groups in a range of different contexts by seeking to establish common ground regardless of race, ethnicity, religion, gender, age, ability, education, or socio-economic status.

Communication

The ability to listen effectively and understand, articulate thoughts and ideas effectively, exchange information, employ negotiation skills and use oral, written and non-verbal skills across a range of different environments.

Empathy

The ability to demonstrate emotional intelligence by demonstrating awareness of the feelings and emotions of others and being able to act accordingly within that context.

Collaboration and Teamwork

The ability to work collectively and effectively with one or more people in order to achieve a common goal, bringing together a range of experience and skills based on exchanging ideas, sharing experience and developing creative solutions.



SELF MANAGEMENT

The ability to manage behaviors, thoughts and emotions in a conscious and productive way

Adaptability

The ability to easily adapt to new situations and changing circumstances in life and work and change actions as required.

Initiative

The ability to think independently, identify opportunities, think innovatively and take action when necessary and without direction.

Planning and Organizing

The ability to plan and organize tasks in order to fulfill requirements within a given time.

Literacy

The ability to understand and have the confidence and skills to work with language to identify, interpret, create and communicate effectively in written and oral formats.



ANALYTICAL SKILLS

The ability to collect, organize, visualize and assimilate data using a range of tools and skills

Digital Literacy

The ability to find, evaluate, analyze, use, share and create content using digital devices, use software applications and troubleshoot common problems.

Critical Thinking

The ability to analyze, interpret, evaluate, infer, explain, synthesize and self-reflect in the context of making reasoned judgements based on a logical sequence of independent thought.

Problem Solving

The ability to identify and assess issues and problems and make use of available resources to evaluate and generate potential solutions in personal, social and work contexts.

Numeracy

The ability to understand and have the confidence and skills to work with numbers using numerical skills to process, interpret and communicate information to help understand, predict and solve problems.

Core Skills

Core skills provide a foundation for continuous learning and development and play a crucial role in achieving success in a dynamic workplace. As professionals progress in their careers, there is greater emphasis on an advanced level of core skills that make up the key characteristics of a successful leader. The Sector Working Group have highlighted five overarching core skills that are required across most job roles in the sector:

Figure 7: Core skills gaps identified by the Transport & Logistics Sector Working Group

Note: The Core skills listed below are not ranked according to sector demand.

<p>Adaptability</p>	<p>Adaptability refers to the capability of modifying your actions in relation to changing circumstances. Employees who are adaptable are highly cherished within the industry as the ability to adapt enables individuals to effectively navigate unforeseen challenges and embrace evolving demands, contributing to their overall success in the field.</p>
<p>Communication</p>	<p>Communication is the ability to listen effectively, exchange information, employ negotiation skills, and use oral, written, and non-verbal skills. The sector interacts with stakeholders across different sectors and geographies, oftentimes dealing with time-sensitive important information that requires a high level of competency in communication, ensuring the highest level of customer satisfaction.</p>
<p>Critical Thinking</p>	<p>Critical thinking encompasses the ability to make informed decisions based on independent and logical thought processes. In the Transport and Logistics sector, numerous roles involve working with data and following a logical sequence of steps to arrive at practical solutions. Employers value the capacity to think critically and clearly as it enables individuals to navigate complex challenges.</p>
<p>Empathy</p>	<p>Empathy involves demonstrating emotional intelligence and is highly sought after due to the dynamic and round-the-clock nature of the industry. By fostering strong relationships between individuals and teams, a cohesive and resilient workforce is created, better equipped to handle the demands of the jobs within various transport and logistics disciplines.</p>
<p>Problem Solving</p>	<p>Problem solving involves the ability to identify, assess, and solve issues while making use of available resources. It is a crucial skill across many roles in the sector, reflecting the need for employees who can adapt to solve problems efficiently.</p>

Technical Skills

Building on the insights from the earlier sections of this report, it is evident that specific technical skills are in demand within the Transport and Logistics sector to foster growth and alignment with the sector's strategies. A deeper understanding of these key areas can guide professionals in aligning their expertise with the sector's evolving landscape. Although the skills may not be relevant or required for every job, the Sector Working Group have identified several technical skills that are required and are currently difficult to find when recruiting individuals. Professionals possessing these technical skills are well-positioned to make substantial contributions to the industry's evolution and support Bahrain's overarching Transport & Logistics objectives.

Figure 8: Technical skills gaps identified by the Sector Working Group

Note: The technical skills listed below are in alphabetical order and not ranked according to sector demand.



Artificial Intelligence (AI) and Machine Learning (ML)

The use of AI and ML is growing in the sector and the ability to navigate these technologies are being demanded by employers. These skills are essential for roles focusing on predictive maintenance, operational optimization, and the development of intelligent logistics solutions.



Big Data Analysis and Management

In the age of digital transformation, the ability to analyze and manage large datasets is invaluable enabling professionals to uncover insights, optimize logistics, and contribute to smarter transport management.



Digital Marketing

Digital marketing serves the fundamental purpose of leveraging online channels and technologies to reach a target audience, build brand awareness, and drive business objectives. By utilizing tactics such as social media advertising, content marketing, and search engine optimization, businesses aim to generate leads, increase website traffic, and interact directly with customers. Digital marketing is increasingly being used across the sector to drive business.



Health, Safety, and Environmental (HSE) Knowledge

As the transport and logistics sector places increasing emphasis on sustainable practices, knowledge in HSE is crucial. Professionals with this expertise are essential in ensuring compliance with environmental regulations and maintaining safe work environments.

Training Programs and Initiatives

The education and training landscape in Bahrain offers a suite of programs for individuals interested in pursuing careers and specializations in the Transport & Logistics sector. These programs range from university-level degrees to certifications and training courses, covering various aspects of the industry, including topics related to aviation, marine and supply chain management.

The Transport & Logistics Sector Working Group called for stronger alignment and ongoing engagement between the education and training institutions, and employers within the sector. Fostering stronger alignment and ongoing engagement between education providers, training institutions, and employers is essential to facilitating the evaluation and expansion of educational and training offerings, effectively meeting the industry specific requirements. This proactive approach will ensure the workforce remains competitive and prepared to meet the sector's future demand.

Individuals and employers may also benefit from the numerous programs and initiatives offered by Tamkeen offering a range of programs that help bridge skill gaps and foster a culture of continuous learning and adaptation. Tamkeen offers this support through a range of programs relevant to the Transport & Logistics sector, contributing to individual career growth and supporting the overall competitiveness and sustainability of the Bahraini economy.

Degree Programs

At the university level, prospective students can opt for undergraduate degrees in International Logistics Management and Supply Chain Management. These programs provide students with an in-depth understanding of supply chain dynamics, including design, operations management, and the integration of systems in logistics planning. For those seeking advanced knowledge, postgraduate offerings expand into International Trade and Strategy, providing deeper insights into the strategic aspects of global trade and logistics management.

Additionally, specialized undergraduate and postgraduate programs in Intelligent Transportation and Logistics Systems, Cybersecurity, Artificial Intelligence Systems, Machine Learning, Cloud Computing, Big Data Analytics, and Environment, and Sustainable Development cater to the sector's need for professionals skilled in securing digital infrastructures, analyzing large datasets to improve supply chain efficiency, and understanding of sustainability practices.

Diplomas and Vocational Training Programs

Beyond degrees, diplomas and vocational training programs offer streamlined, industry-relevant education for those eager to enter the Transport & Logistics sector with a practical and focused skillset. This path is an excellent starting point that offers a quicker transition into the workforce with a solid foundation in the chosen field. It also allows flexibility, as individuals can respond to changes in the sector by acquiring new competencies as needed.

Relevant to professionals interested in the aviation field, specialized training programs are available for Pilot Training and Type Ratings, Cabin Crew Operations, Air Traffic Control, Aircraft Engineering, and Aviation Security. These programs are designed to meet the aviation industry's safety and operational efficiency demands and are certified by international awarding bodies such as the European Union Aviation Safety Agency (EASA) and the International Air Transport Association (IATA). Other courses, including Airport Operations and Cargo Handling, provide individuals with the practical training and knowledge required for airport operations management.

Several maritime training programs offer specialized knowledge in boat captaincy, coastal navigation, search and rescue operations, and port facility security for individuals interested in developing careers in the sea transport industry and working towards acquiring the relevant licenses. These courses are crucial for maritime transport's safe and efficient operation and the security of maritime ports and related infrastructures.

Training institutes also offer a range of courses in health and safety, as well as quality management, culminating in leading globally-recognized certifications, accredited and awarded by the National Examination Board in Occupational Safety and Health (NEBOSH), Highfield Awarding Body for Compliance (HABC), and Professional Evaluation and Certification Board (PECB). For example, NEBOSH- and HABC-certified courses offer various levels of training in health and safety in the workplace, fire safety, environmental awareness, and food safety in catering, directly supporting the upskilling of professionals for HSE roles, including HSE Officers and HSE Specialists. Meanwhile, PECB's ISO and Six Sigma Green Belt certifications are widely recognized for Quality Assurance and Quality Control expertise, essential for upholding and maintaining safe and sustainable environments across facilities and operations within the Transport and Logistics sector.



Tamkeen: Employment Support Programs

National Employment Program

The program encourages private sector enterprises to employ nationals through wage support for up to three years. This helps Bahraini graduates and jobseekers to enter the labor market, while also supporting enterprises to employ the talent they need to drive their productivity and success.

Jobseeker Training Program

The program provides training and upskilling opportunities for jobseekers nominated by the Ministry of Labour to increase their competitiveness and facilitate their entry to the labor market.

Train and Place Program

The program offers training support for jobseekers to gain essential skills and requirements for the labor market through creating sustainable employment opportunities and matching the requirements of the private sector with available talent.

On-the-Job Training Program

The program provides opportunities for jobseekers to gain practical work experiences that can equip them with the required skills to enter the labor market.

Apprenticeship Program

The program, in collaboration with academic and vocational training institutes, provides enterprises with the opportunity to employ Bahrainis as apprentices, giving them the chance to obtain in-demand vocational skills across different trades as well as specialize in the fields of information technology, cybersecurity, and other future jobs.



Tamkeen: Career Development Support Programs

Wage Increment Support

The program allows enterprises to obtain wage increment support for existing employees, facilitating the career progression of Bahrainis in the private sector and encouraging employers to retain and reward their workforce. As part of Tamkeen's commitment to supporting this progression, enterprises are encouraged to hire new talent at higher wages by fully covering the difference between the new and previous wages.

Leadership Employment Program

The program aims to empower Bahrainis to advance in their careers by providing wage support/increment for enterprises looking to employ Bahrainis in mid and executive jobs in the private sector. This enables enterprises to employ and promote talented individuals to assume leadership roles, thus helping Bahrainis progress in their careers.

Enterprise Training Support Program

The program offers enterprises support with their training costs to upskill and develop their human capital with the aim of improving their competencies and capabilities to become more productive, and help enterprises grow, remain competitive, and retain talented employees.

Professional Certification Program

The program offers individuals an opportunity to enhance their skills and build their competencies through attaining internationally accredited professional certificates related to their area of expertise.

Global Ready Talent Program

The program supports overseas placement and work opportunities for Bahrainis to help them gain valuable work experience, develop their skills and gain exposure to international work environments.

Note: The information presented relates to programs active in 2023. Due to the dynamic nature of these initiatives, changes in their names or nature may have occurred in subsequent years.

Key Takeaways

- ▶ **The sector is expanding at an accelerated pace and presents a significant opportunity for skilled Bahrainis.**

The Transport & Logistics sector already employs over 38,000 employees and has been growing at a rate of 7% in recent years, with growth expected to continue. In line with Bahrain's Logistics Services Sector Strategy, more job prospects can be expected in the coming years for Bahrainis, especially across skilled roles that range from technical to managerial and leadership roles. New infrastructure developments in the pipeline are expected to create new subsectors and expand the workforce even further.

- ▶ **Apprenticeships and placement programs should be implemented across the sector, focused on hard to fill vacancies.**

Engagement with the Sector Working Group suggests that many new hires need more practical experience upon entering the workforce. In some cases, negative perceptions of the nature of specific job roles can pose challenges for both employees and employers and make those positions harder to fill. A mismatch between skills and experience requires additional time and investment from both parties. Promoting apprenticeships and university/employer placement programs will enable the practical application and development of skills and knowledge, allowing employers to entice students to work in the sector while providing the practical training required for permanent employment.

- ▶ **Continuous learning and upskilling, particularly in digital skills, are critical for career progression.**

Technology constantly disrupts the sector and acts as a catalyst for transformation, reducing operational inefficiencies and eliminating redundant tasks. Electric vehicles and the highly anticipated autonomous vehicles can redefine mobility. Artificial intelligence has also taken all industries by storm and is being used in logistical operations to optimize routes and improve planning, leading to a much higher level of customer satisfaction. Organizations must invest in training and development to remain competitive, and individuals must embrace a culture of continuous learning to add value and progress.



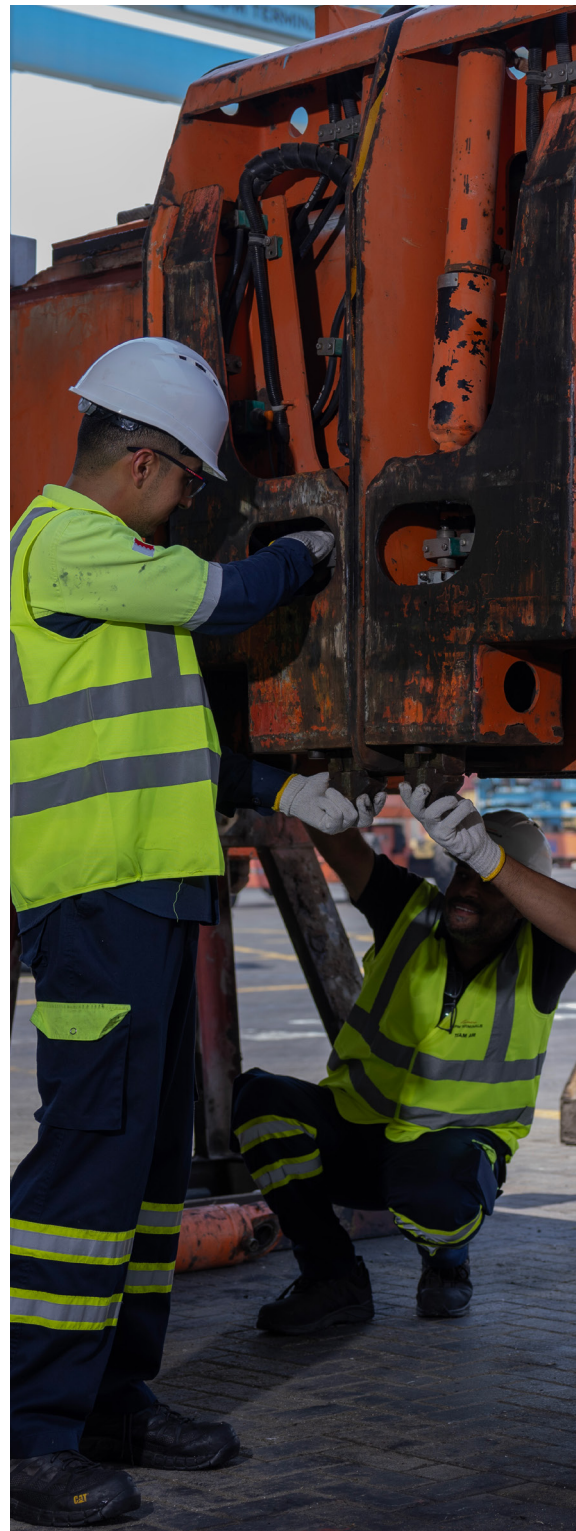
Key Takeaways

- ▶ **Skills required to excel in Transport & Logistics are not sector specific, easily accommodating employees willing to transition into the sector.**

Transport and Logistics is broad and encompasses different functions that interact with all major economic sectors. Most critical skills required to excel are not sector-specific and highly transferable from other sectors. Companies in the sector look for professionals equipped with a diverse skill set, both core (adaptability, communication etc.) and technical (e.g. HSE knowledge) which can be seen in other industries such as Energy and Manufacturing. Specialized expertise in artificial intelligence (AI) and data management can broaden career opportunities and allow professionals to maximize their potential.

- ▶ **Speed and safety are no longer the only primary factors in Transport & Logistics – consumers are now demanding sustainable transport.**

Beyond the traditional metrics for evaluating transportation options, customers are now concerned about how they are traveling or how the product got to their doorstep. Consumers are becoming more environmentally conscious and opting for alternative sustainable modes of transport to tackle climate change. Companies are now looking for ways to balance efficiency and cost with the need to reduce carbon footprints yet remain competitive from a price offering standpoint. To do this, employers are primarily looking for innovation and experience in technologies to increase fuel efficiency, meet regulatory requirements, and to stay ahead of the market.



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- BMMI Group
- Gulf Air
- Maersk Kanoo
- Parcel Delivery
- Universal Enterprises
- Trafco Logistics
- Yusuf Bin Ahmad Kanoo
- Bahrain Polytechnic
- University of Bahrain

Glossary of Terms

Term	Definition
Core Skills	The combination of essential skills required to be fully prepared for life and work in a global economy
Digitalization	The use of digital technologies, digitized information and data to change business operations and introduce efficiencies and opportunities
Emerging Jobs	A job/occupation that currently has small numbers but is expected to grow in the future
Job	A paid position of employment held by an individual
Job Family	A group of jobs/positions that involve work in the same functional occupation and share related core knowledge and background requirements. The job family structure is based on function rather than organizational structure
Job Role	A specific set of responsibilities and duties assigned to an employee within an organization
National Occupational Standards (NOS)	A set of skills, knowledge and performance criteria required for key job roles in the sector. NOS provide a standardized framework for defining skills and competencies, ensuring that all individuals in the same sector or profession meet a certain minimum standard set by the sector
Sector Skills Report	A concise report which outlines an overview of an industry sector by identifying trends, presenting macro-economic data, outlining current and future job roles and associated skills gaps and making recommendations for the future
Skills Framework	Provides information such as key sector information, occupations and job roles, and the required existing and emerging skills to fulfill roles within that sector
Skills Gap	The difference between the identified skills (core and technical) that an employer expects their employees to have and the actual skills that employees possess
Skills Mismatch	An overarching term which can be used to describe various instances of imbalance in skills e.g. skill shortage which is where the demand for a particular type of skills exceeds the supply of the workforce with these skills; skill surplus which is where the supply of the workforce with a particular type of skills exceeds demand in the job market; over-skilling occurs where the workforce has more skills than required to perform a job adequately; under-skilling occurs where the workforce has less skills than required to perform a job adequately
Stakeholder Engagement	The process by which an organization involves others who may be affected by the decisions it makes or can influence the impact and implementation of its decisions
Technical Skills	The specialized knowledge and expertise required to perform specific tasks and use specific tools and programs associated with a particular job role