



تمكين
Tamkeen

Annual Plan
2025

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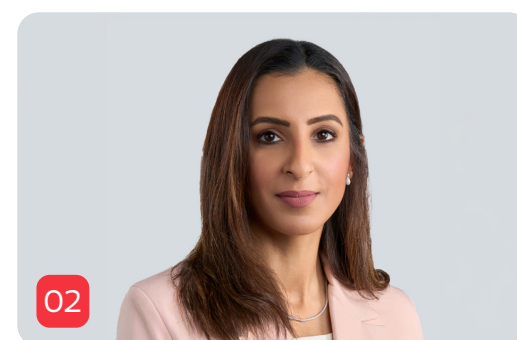
Board of Directors



**His Highness Shaikh Isa bin Salman
bin Hamad Al Khalifa**
Board Chairman



01 HE Hamad bin Faisal Al Malki
Member
Minister of Cabinet Affairs



02 HE Noor bint Ali Alkhulaif
Member
Minister of Sustainable
Development



03 Mr. Waleed Ebrahim Kanoo
Member
Bahrain Chamber of Commerce
and Industry Representative



04 Mr. Basim Mohammed Alsaie
Member
Bahrain Chamber of Commerce
and Industry Representative



05 Mr. Mohamed Farooq Almoayyed
Member
Bahrain Chamber of Commerce
and Industry Representative



06 Dr. Yousif Yaqoob Almas
Member
Financial Sector Representative



07 Mr. Yaqoob Yousef Mohammed
Member
Bahrain Free Labour Unions
Federation Represented



08 Mr. Hassan Abdulla Al Halwaji
Member
The General Federation of Workers
Trade Union Representative

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01

Executive Summary

Executive Summary



Guided by the directives of His Majesty King Hamad bin Isa Al Khalifa, with the oversight of His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister, and the leadership of His Highness Shaikh Isa bin Salman bin Hamad Al Khalifa, Chairman of the Board of Trustees of the Isa bin Salman Education Charitable Trust and Chairman of the Board of Directors of the Labour Fund (Tamkeen), and the esteemed board members, the Labour Fund (Tamkeen) has achieved its most significant milestone since its inception in facilitating the entry and career development of Bahrainis in the private sector. Tamkeen has set a historic record by supporting over 41,420 Bahrainis in 2024, facilitating unprecedented opportunities for labor market integration and career development in the private sector.

The success in achieving Tamkeen's 2024 goals was driven by the ambitious programs launched as part of Tamkeen's most extensive offerings to date in November 2023. Through these efforts, Tamkeen supported over 15,580 Bahrainis in labor market entry programs, over 25,840 Bahrainis in upskilling and career development programs, and over 8,700 enterprises in programs aimed at enhancing their growth and productivity. These achievements align closely with Tamkeen's commitments outlined in the Government Program (2023-2026), and the National Labour Market Plan (2023-2026).

Additionally, Tamkeen introduced several internal initiatives in 2024 to optimize support utilization and enhance customer experience. A comprehensive

plan to strengthen fiduciary responsibility and accountability was launched, implementing a series of measures to expand on internal monitoring efforts and collaboration with relevant authorities. These initiatives included the introduction of a new whistleblowing policy, increased inspection visits, granting select Tamkeen employees the authority of judicial officers, and enhancing regulatory cooperation with Team Bahrain.

Tamkeen also embarked on a journey towards corporate excellence, prioritizing the customer experience through digital transformation and innovative practices. Key initiatives under this umbrella included the launch of a new customer portal, the provision of end-to-end digital services, data integrations with government entities, and the initiation of a corporate excellence review to assess and reengineer internal operations. Moreover, Tamkeen's strong commitment to sustainability was realized through several initiatives designed to strengthen the competitiveness and positioning of Bahrainis in the private sector and support sustainable enterprise growth.

In 2025, Tamkeen will continue to place human capital development at the forefront, aiming to support 50,000 Bahrainis through employment and career development opportunities, alongside ongoing efforts to support growth and productivity within the private sector. These goals are set to be achieved by: 1) Enhancing the position and competitiveness of Bahrainis in the private sector, 2) Equipping Bahrainis with suitable skills for career development in the

private sector, and 3) Prioritizing enterprise growth, digitization, and sustainability.

This report provides an overview of Tamkeen's plan for 2025, highlighting organizational focus areas for the coming year. It begins by outlining Tamkeen's mandate as per its establishment law, followed by an analysis of economic and labor market trends and insights, and a review of Tamkeen's impact and organizational highlights in 2024. The report concludes by identifying Tamkeen's strategic priorities for 2025.

02

Foreword

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Maha Abdulhameed Mofeez
Chief Executive

Foreword

As we prepare to celebrate the Silver Jubilee of His Majesty King Hamad bin Isa Al Khalifa's ascension to the throne, and the Kingdom of Bahrain's significant achievements under his leadership, we look back with pride at the key role the Labour Fund (Tamkeen) has played in achieving His Majesty's vision of reform.

In 2024, Tamkeen has achieved remarkable results and supported the highest number of Bahrainis since its establishment with the purpose of facilitating the integration and career development of Bahrainis in the private sector. This significant milestone achievement comes a result of the royal directives of His Majesty King Hamad bin Isa Al Khalifa to increase the integration of Bahrainis in the labor market, and the oversight of His Royal Highness the Crown Prince and Prime Minister His Highness Shaikh Isa bin Salman bin Hamad Al Khalifa, and under the leadership of His Highness Shaikh Isa bin Salman bin Hamad Al Khalifa, Chairman of the Board of Trustees of the Isa bin Salman Education Charitable Trust, and Chairman of the Board of Directors of the Labour Fund (Tamkeen) and the esteemed members of the Board of Directors.

Since our establishment, we have proactively collaborated with key stakeholders as part of Team Bahrain to drive sustainable economic growth in the Kingdom. We remain committed to fulfilling our role in the Government Program (2023-2026) and the National Labour Market Plan (2023-2026), with a focus on economic growth, facilitating the creation of quality job opportunities, and upskilling Bahraini talent to enable career progression. As we look to the future, we remain dedicated to continuing our efforts to contribute to the realization of future aspirations and national visions.

Looking back at our key priorities in 2024, which focused on elevating labor market outcomes in partnership with the private sector, we are proud for supporting the integration and development of over 41,420 Bahrainis in the private sector throughout the year, marking the largest achievement in the history of Tamkeen. This was accomplished by supporting more than 15,580 opportunities for Bahrainis to enter the labor market and establishing new employment channels in collaboration with the private sector, in addition to supporting over 25,840 Bahrainis for talent and career development. Furthermore, in 2024 we supported more than 8,700 enterprises to grow and enhance their productivity, setting a new milestone record, with the exception of our extensive business continuity support to enterprises between 2020 and 2021.

In 2024, we also focused on enhancing skills in key economic sectors including the Information and Communications Technology Sector and the Healthcare Sector by launching several training and upskilling initiatives and bundles to create quality opportunities for national talent in these sectors.

Today, we are thrilled to witness the tangible results our efforts have created for Bahrainis. Our National Employment Program (NEP) has been instrumental in boosting employee retention within the private sector, with 74% of supported employees maintaining employment from 2021. Additionally, our support for training and obtaining professional certifications has empowered individuals, leading to more than 70% of beneficiaries experiencing a 27% increase in wages between 2021 and 2023.

Governance and monitoring of support were a key focus area for us in 2024 to ensure the optimal utilization of our support. We launched a comprehensive regulatory plan that included ramping up of monitoring efforts, increasing inspection visits which surpassed 6,200 visits between the launch of the new program bundles in November 2023 and until December 2024, introducing a whistleblowing policy, and granting Tamkeen representative teams the authority of judicial officers.

All of this aligns with our broader objective of driving corporate excellence and adopting a customer-first approach, while also adopting innovation and technology as key enablers. Our digital transformation journey led to significant enhancements in the customer experience as a result of adopting innovative solutions such as open banking integration and more.

Looking ahead to 2025, we will prioritize initiatives focused on employment and career development support, while also empowering enterprises. Moreover, we will launch our sixth strategic cycle for the years 2026 to 2030.

As we move forward, Tamkeen remains steadfast in our commitment to accomplishing organization's main objectives through programs and initiatives aimed at strengthening the positioning of Bahrainis as employees of choice in the labor market and enabling the private sector to become they key engine of economic growth, increasing our impact on driving national economic development.

03

Our Purpose

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Our Purpose

Tamkeen was established with the aim of fostering sustainable economic growth in the Kingdom of Bahrain by fulfilling six primary objectives outlined in its establishment Law No. (57) of 2006. This section of the plan outlines these objectives and delves into Tamkeen's active engagement in their realization.

01

Contribute to the development and strengthening of the national economy

Through...

- Providing private sector enterprises with solutions to help them grow their business, increase productivity and create more job opportunities.
- Increasing access to finance opportunities for SMEs to drive economic growth and productivity.
- Facilitating access for the private sector to skilled Bahraini talent, improving workforce capabilities, and optimizing operational efficiency.
- Fostering an innovation driven ecosystem that connects likeminded people and enterprises to mobilize ideas and facilitate growth.

02

Contribute to the development of the private sector to make it the engine of economic growth

03

Create an environment conducive to making Bahraini labor the preferred choice for employment

Through...

- Working with the private sector to generate employment opportunities in the market.
- Providing programs to support national talent to become the employees of choice, thereby increasing their participation in the private sector.
- Empowering the career development of Bahrainis through professional certification and training for the necessary skills that will enable them to get promoted and take on leadership positions.

04

Create new and suitable job opportunities for Bahraini labor

05

Increase the efficiency and productivity of Bahraini labor and their ability to compete in the labor market

06

Create an environment conducive to increasing Bahraini women's inclusion in the labor market

Through...

- Empowering female entrepreneurs through dedicated programs such as "Riyadat" in collaboration with the Supreme Council for Women and Bahrain Development Bank, which enables access to finance.
- Mainstreaming performance indicators to ensure Bahraini women receive equal support across all programs.

04

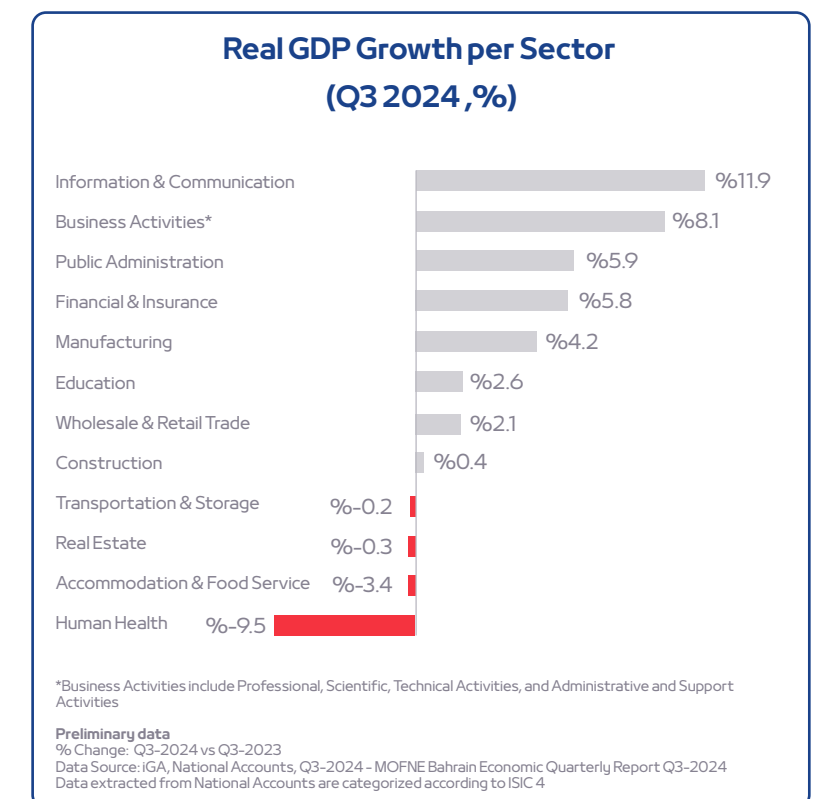
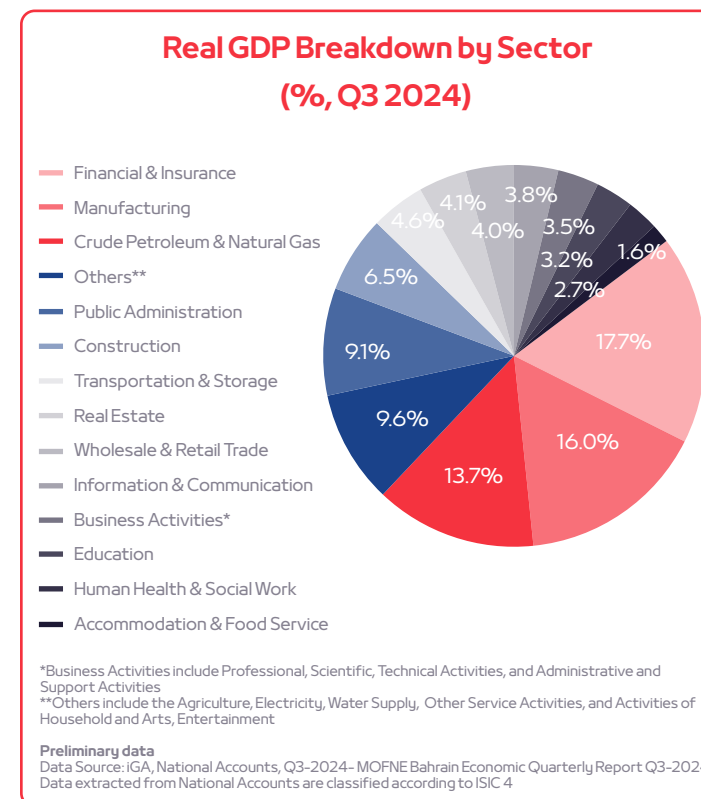
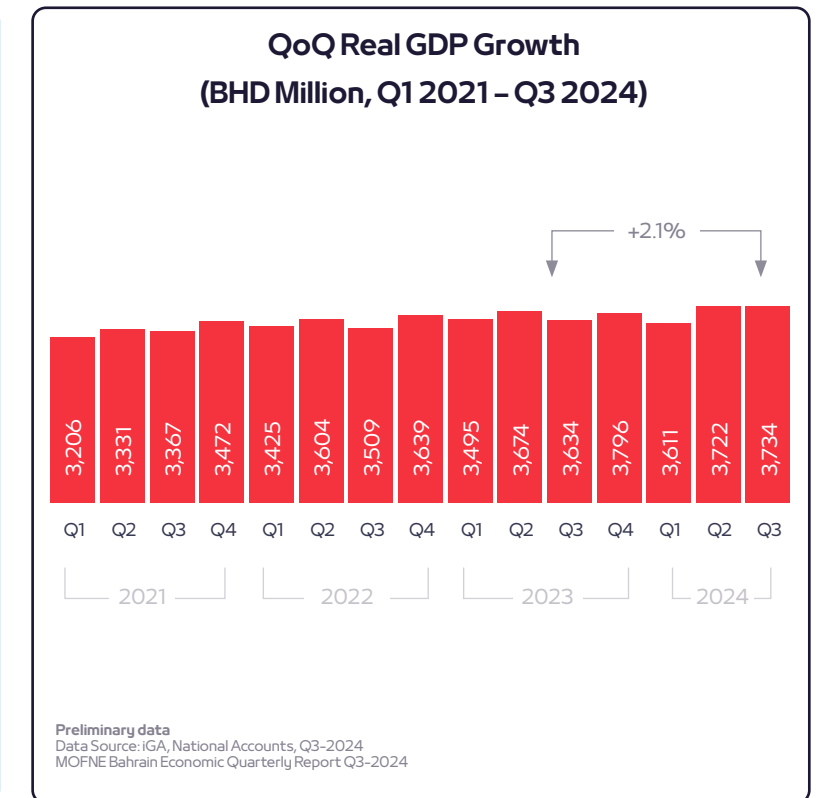
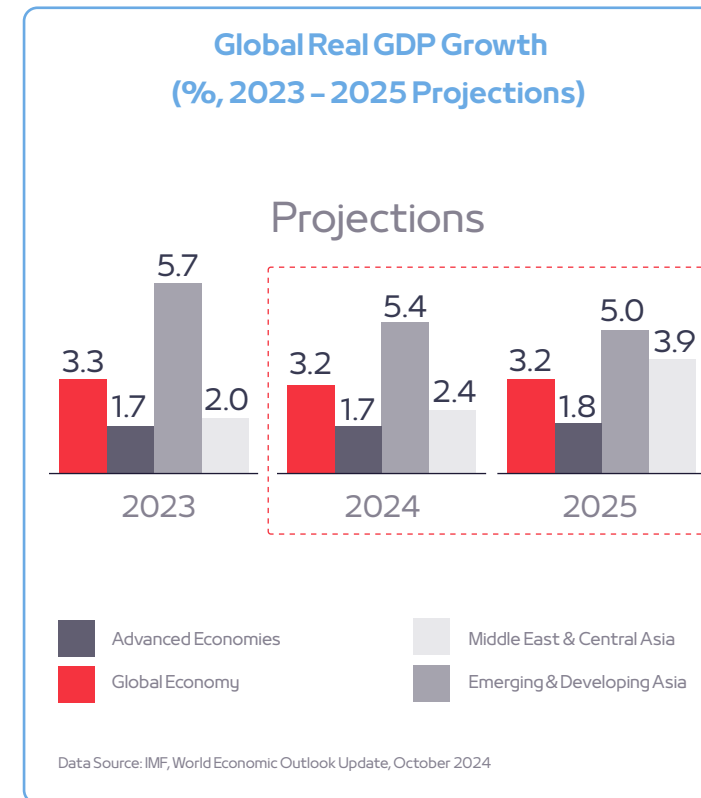
Economic

—
Landscape

Economic Overview

- **The October 2024 World Economic Outlook update estimates a stable economic global growth of 3.2% in 2024 and 2025.** Growth in the Middle East is set to remain relatively strong, led by the Gulf countries, thanks to easing oil production cuts and ongoing economic diversification efforts. Growth in advanced economies is still slow due to various cyclical forces but is expected to recover from 1.7% in 2023 to 1.8% in 2024.
- **Bahrain's real GDP has grown by 2.1% YoY in Q3-2024,** driven by non-oil activities growth, reflecting the Kingdom's ongoing efforts to diversify its economy.
- **Bahrain's non-oil sector continues to drive economic growth** as reflected in an increment of 3.9% YoY in Q3-2024, which followed non-oil growth of 4.0% during 2023, as a whole. In reflection of the continued progress of economic diversification, Bahrain's non-oil sector made up 86.4% of the Kingdom's GDP in Q3-2024. **Financial & Insurance Activities remain the largest sector,** representing 17.7% of Bahrain's real GDP.
- **Information & Communication sector recorded the highest growth,** witnessing an increase of 11.9% in Q3-2024, driven by an increase in mobile subscribers, rising from almost 2.3 million in Q3-2023 to approximately 2.5 million in Q3-2024, with mobile penetration reaching 156%, an 8-point increase. Additionally, mobile broadband subscribers saw a 4.7% growth, reaching 2.4 million, with a penetration rate of 153%, reflecting a 9-point rise.

- **Financial & Insurance Activities experienced the second highest growth** of 5.8% in Q3-2024, driven by an increase in the value of Electronic Funds Transfer System and an expansion in the aggregate balance sheet of the banking system. The total value of deposits from non-banks reached BHD 21.1 billion in Q3-2024, growing by 7.3%, while total outstanding loans by retail banks reached approximately BHD 12.2 billion, rising by 4.9%.
- **Recent gradual decreases in interest rates, following easing inflationary pressures, are expected to create a more accommodative environment for business growth** in the coming period. In 2024, the Kingdom saw numerous development projects aimed at further boosting the non-oil sector, particularly in energy, tourism, construction, and healthcare. Inward investments also continued to increase, with a 3.5% growth in Q3-2024.
- **Several business trends remain prominent, with technological advancements like artificial intelligence (AI) taking center stage.** New use cases and research breakthroughs continue to expand AI's applications across various sectors, including manufacturing, healthcare, and financial services, creating opportunities for increased efficiency and productivity. Other trends, such as the proliferation of e-commerce and the growing emphasis on sustainability, are also gaining momentum, reshaping existing practices and introducing emerging business models.

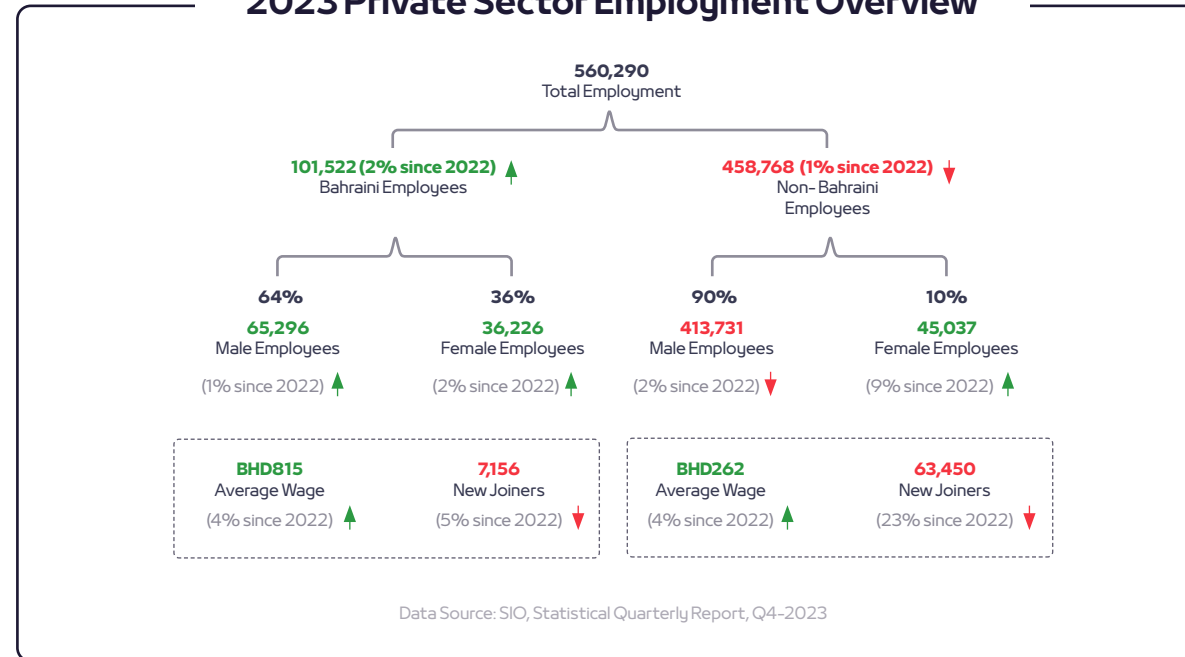


Labor Market Overview

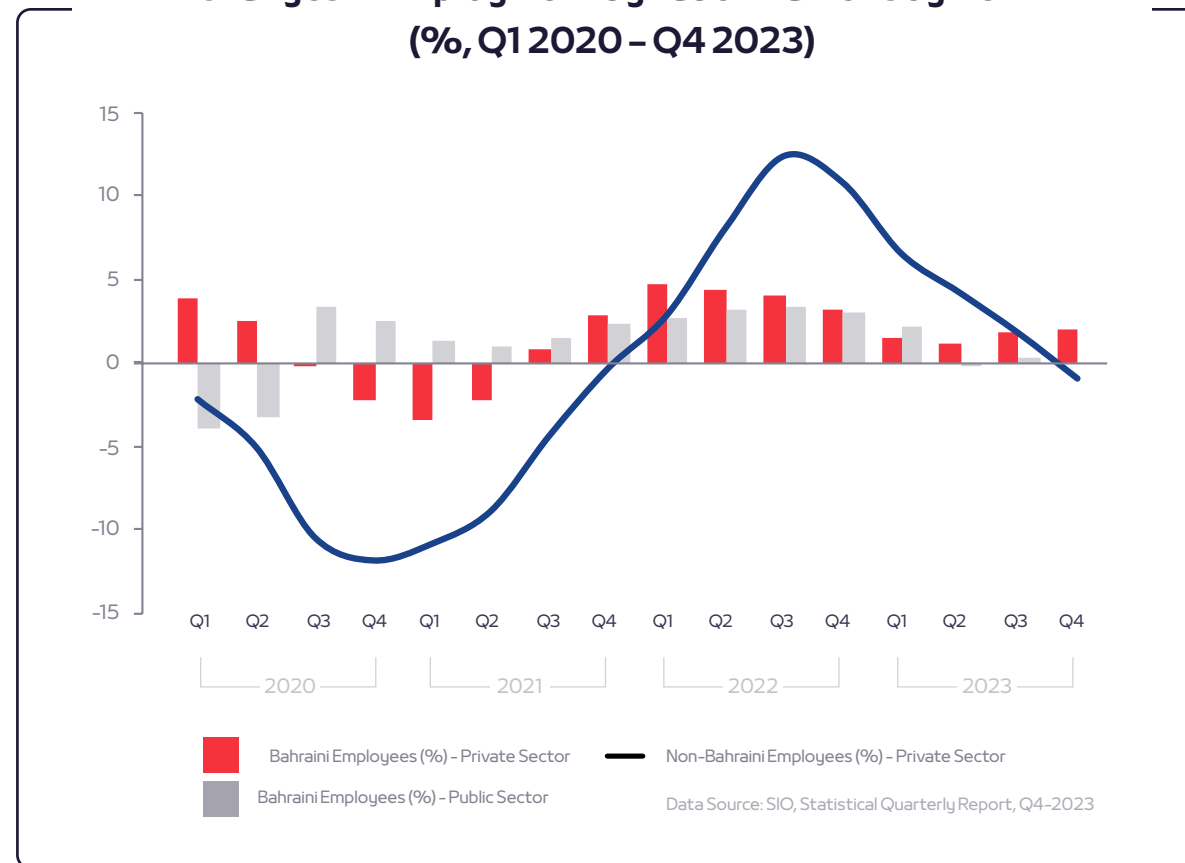
The labor market analysis is based on the latest report published by the Social Insurance Organization (SIO) in Q4 2023.

- In 2023, the total number of registered Bahraini private sector employees reached 101,522. This represents a 2% growth compared to 2022. However, the total number of employees in Bahrain's private sector experienced a 1% decline in 2023 compared to 2022, reaching 560,290. The nudge down is attributed to the fall in the numbers of non-Bahraini employees in the private sector.
- Bahraini female share in the private sector has reached 36% in Q4 2023, marking a 1% increase compared to Q4 2022. This progress still remains minimal, highlighting the need for further improvement and efforts to boost female participation rate within the private sector.
- The average wages of Bahrainis in the private sector rose by 4%. The increase suggests an improvement in the quality of jobs being offered to Bahrainis by the private sector.
- The total number of new labor market entrants in the private sector experienced a decline of 21%, however, Bahraini new labor market entrants decreased by 5%. This drop can be primarily attributed to a slowdown in hiring activities following a significant 64% jump in numbers of new entrants during the post-covid rebound in 2021.

2023 Private Sector Employment Overview



Changes in Employment by Labor Market Segment (% , Q1 2020 - Q4 2023)



Implications

Labor Market

- Recent labor market dynamics reflect the growing importance of the private sector as a driver of Bahraini employment. The faster growth in Bahraini private sector employment as compared to non-Bahraini reflects the importance of Tamkeen's support in changing this behavior, the evolving business models of many private sector enterprises, and the increased emphasis on local skills development driven by technological advancements.
- Additionally, the private sector has become an increasingly important driver of female participation in the labor market with women now making up 36% of the Bahrainis employed in the private sector. However, there remains to be untapped opportunities to further grow female participation in the private sector.

Wage Growth Impact

- The private sector has promoted relatively higher wages and greater employment opportunities for Bahrainis.
- The increase in the average wages of Bahrainis also indicates that the private sector started offering Bahrainis jobs of high value nature reflecting quality employment. This could be attributed to Tamkeen's latest program suite which supported wage increments for Bahrainis and increased the minimum wage policies within the National Employment Program (NEP).
- This trend not only helps attract Bahrainis to the private sector, but also promotes retention of Bahraini talent within it, bridging the gap between the private and public sectors.

05

Our Impact
in 2024

Achievements at a Glance

Tamkeen has set a historic record in supporting 41,420+ Bahrainis in a year for employment and career development opportunities

Opportunities for Labor Market Entrants

15,580+ Bahrainis were supported for labor market entry through employment support and training opportunities to prepare them for the market

Opportunities for Talent & Career Development

25,840+ Bahrainis were supported for career development through upskilling and reskilling, and wage increment support

Opportunities for Enterprise Development

8,700+ enterprises were supported to increase competitiveness and productivity

• The data represents the total number of approved applications from 9 November 2023 to 8 October 2024.

• Enterprise size is calculated as per the Ministry of Industry and Commerce (MoIC) definition, based on the number of employees.

• To align with Tamkeen's updated priorities, enterprise size and sector in this report are measured at the firm level, as opposed to the branch level as was done in previous years.

Key Statistics

Opportunities for Labor Market Entrants

11,990+

New Employment Opportunities for Bahrainis under NEP

40%

Employment Opportunities for Females

15%

YoY Growth in Quality Jobs¹

3,380+

Trained to Enter the Labor Market

Opportunities for Talent & Career Development

13,570+

Bahrainis Benefiting from the Wage Increment Program

69%

YoY Growth in Bahrainis Receiving Professional Training

BHD 80+

Average Increase in Wage Due to Wage Increment Support

4,400+

ICT Skills Development Opportunities

11,090+

Career Development Training Opportunities

Opportunities for Enterprise Development

8,700+

Total Enterprises Supported

32%

YoY Growth in Financing Support Applications

48%

Enterprises Were SMEs

52%

SMEs Supported for Financing

¹ - Jobs with wages of BHD 600 and over.

Opportunities for Labor Market Entrants



We work on enhancing employment opportunities for Bahraini talent and increasing their productivity in the private sector

11,990+

New Employment Opportunities for Bahrainis under NEP

15%

YoY Growth in Quality Jobs¹

40%

Employment Opportunities for Females

91%

Employment Opportunities for Bahrainis Aged 18-35

3,380+

Trained to Enter the Labor Market

- The data represents the total number of approved applications from 9 November 2023 to 20 December 2024.
- Enterprise size is calculated as per the Ministry of Industry and Commerce (MoIC) definition, based on the number of employees.
- To align with Tamkeen's updated priorities, enterprise size and sector in this report are measured at the firm level, as opposed to the branch level as was done in previous years.

New Employment Opportunities

- **Tamkeen remains dedicated to fostering increased employment opportunities for Bahrainis in the private sector**, having supported over 11,990 new Bahraini entrants into the private sector.
- **Over the past two years, Tamkeen has played an active role in shaping labor market policies through the National Employment Program (NEP)**. Key policies included raising the program's minimum wage in 2023 and introducing support options in 2024, as follows:
 - Option 1: Three years with 70% support for the first year, 50% support for the second year, and 30% support for the third year
 - Option 2: Three years with 50% support across all years
 - Option 3: Five years with 30% support across all years
- **The NEP policy, which increased the program's minimum wage, has led to a significant rise in the average wages of new labor market entrants supported by Tamkeen**. Currently, average wages are more than BHD 60 higher compared to the average wages in the 2021 version of the program.
- **The number of quality jobs¹ facilitated has grown consistently**, with a 15% YoY increase, surpassing the 16% increase observed the previous year.
- **The largest segment of new labor market entrants supported fell within the 18-35 age bracket**, constituting 91% of the total supported.
- **Tamkeen is committed to advancing female economic participation**, with 4 out of 10 Bahrainis supported for new labor market entry being women.
- **Tamkeen facilitates greater labor market flexibility**, by supporting part-time employment through the NEP.
- **In collaboration with the Ministry of Labour and in partnership with the private sector, Tamkeen supports the "Jobs+" initiative to match job seekers with suitable employment opportunities in the private sector**. The program was launched in April 2024 and is currently partnering with 4 private job centers to provide assessment, career guidance, and job matching services to job seekers.

Training for Entering the Labor Market

- **The launch of the Apprenticeship Program in 2024 successfully equipped Bahraini job seekers with in-demand vocational skills, paving the way for sustainable employment opportunities**. Over 175 Bahrainis participated in these structured trainings in collaboration with private sector enterprises. In 2025, Tamkeen plans to expand on the program by including additional professions, such as vocational industrial roles and others that address emerging skills and skill gaps.
- **Tamkeen's support of the Ministry of Labour's on-the-job training program offered job seekers opportunities to engage in practical training at private sector enterprises**. The program supported over 2,860 job seekers, primarily in the Sales and Trade, Financial and Insurance Activities, and Professional, Scientific and Technical Activities sectors.

¹ - Jobs with wages of BHD 600 and over.

Opportunities for Talent & Career Development



We aim to contribute to sustainable economic growth by upskilling and preparing Bahraini talent to lead

25,840+

Career Development Opportunities

11,090+

Career Development Training Opportunities

13,570+

Bahrainis Benefiting from the Wage Increment Program

69%

YoY Growth in Bahrainis Receiving Professional Training

BHD 80+

Average Increase in Wage Due to Wage Increment Support

4,400+

ICT Skills Training Opportunities

- The data represents the total number of approved applications from 9 November 2023 to 20 December 2024.
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- To align with Tamkeen's updated priorities, enterprise size and sector in this report are measured at the firm level, as opposed to the branch level as was done in previous years.

Wage Increment

- **Tamkeen set a new record in the number of Bahrainis supported for wage increments since its inception**, with over 13,570 approved applications under the Wage Increment Program launched in November 2023. The majority of beneficiaries work in sectors such as Sale/Trading Activities, Transportation and Storage, Financial and Insurance Activities, Manufacturing and Transportation & Logistics.
- **This program successfully raised the average wage of Bahrainis** by over BHD 80.
- **Bahrainis who received a salary increase of 50 BHD or more through the program constitute 77% of total beneficiaries**, reaching over 10,390 individuals.
- **1 in 3 Bahrainis supported through the program were women** totaling 4,409. In 2025, Tamkeen plans to expand efforts to support female career growth in the private sector.

Training for Career Development

- **Tamkeen has prioritized quality training and skills development as an essential driver for advancing the careers of Bahraini talent**, with an emphasis on sustainability, lifelong learning, and creating new opportunities. This focus led to a record 69% YoY growth in professional skills training, providing over 8,120 training opportunities.
- **2 in every 3 Bahrainis supported for professional training in 2021 experienced a salary increase within two years**, with an average salary increase of BHD 254 - demonstrating the positive impact of this type of training on productivity and career development.
- **Tamkeen's training initiatives have been instrumental in empowering women to overcome labor market challenges**, with females representing over 50% of Bahrainis trained for career advancement.
- **Over the past three years, more than 7,690 Bahrainis have received support for ICT skills development, including 4,400 individuals trained in 2024**. This aligns with national strategies aimed at enhancing Bahraini talent's capabilities in ICT skills and expanding opportunities within the field.
- **Through the Global Ready Talent program, Bahrainis gained valuable international work experience and exposure**, with placements in engineering and computer science roles in multinational cooperations (MNCs).

Leadership Development

- **In 2024, the number of Bahrainis supported for leadership roles saw a significant increase with the launch of the Leadership Employment Program in November 2023**. Program intake further surged with the introduction of the "Promotions Track" in May 2024, enabling employees within the same enterprise to qualify for the program. Supported employees predominantly held positions such as finance managers, sales managers, and business development managers, with an average of 13 years work experience.
- **The number of women supported in leadership roles also increased**, with positions primarily in the Financial and Insurance, Information and Communication, and Professional, Scientific and Technical sector.
- **Launching a support bundle targeting Bahraini managers** in quarter four of 2024, to equip them with the necessary leadership skills for their roles.

Opportunities for Enterprise Development



We work with the private sector to enable it to be the driver for economic growth in the Kingdom and to generate employment opportunities in the market

8,700+

Enterprises Supported

44%

Enterprises Supported Were Fully or Partially Owned by Women

78%

Enterprises Supported for Human Capital Development

32%

YoY Growth in Financing Support Applications

48%

Enterprises Were SMEs

52%

SMEs Supported for Financing

- The data represents the total number of approved applications from 9 November 2023 to 20 December 2024.
- Enterprise size is calculated as per the Ministry of Industry and Commerce (MoIC) definition, based on the number of employees.
- To align with Tamkeen's updated priorities, enterprise size and sector in this report are measured at the firm level, as opposed to the branch level as was done in previous years.

Overall Enterprise Support

- **Tamkeen remains dedicated to supporting enterprises to drive private sector growth and job creation**, with over 8,700 enterprise applications supported across all programs.
- **Small and Medium Enterprises (SMEs) continue to be the primary focus**, representing 48% of total Commercial Registrations applications.
- **Over 2,780 new enterprises (aged 0 to 2 years) received support through Tamkeen's programs**, reflecting Tamkeen's commitment to fostering the establishment of new enterprises.

Enterprises Supported for Human Capital Development

- **Tamkeen achieved a new milestone in supporting enterprises for human capital development**, helping reduce operational costs, and increase productivity and competitiveness in the private sector. This type of support accounted for 78% of total enterprise applications, reaching 6,820 approved applications, demonstrating the success of the new programs in facilitating employment and career development opportunities for Bahrainis as the employees of choice.
- **Tamkeen continues its commitment to supporting SMEs in enhancing their sustainability through employing Bahrainis**, with SMEs accounting for over half of total employment applications.

Enterprises Supported for Business Development

- **Tamkeen remains committed to supporting business growth through its enterprise support programs**, benefiting over 1,880 enterprises —a 19% YoY increase.
- **Continued efforts to enhance the startup ecosystem** led to two enterprises securing funding from Mumtalakat.

Facilitating Access to Financing

- **Demand for financing applications has continued to grow for two consecutive years**, driven by the launch of Tamweel 2.0 in 2023. Tamkeen financing applications increased by 32% YoY, reaching a total of 270 applications.
- **The share of SMEs supported for financing programs constituted 52%** of the total financing applications, which is similar to last year's share, reflecting Tamkeen's commitment towards enhancing the growth and sustainability of this type of enterprises.

06 Highlights
of 2024

Leadership in Action

Today, Tamkeen plays a pioneering role within Team Bahrain, dedicated to enhancing the skills development of Bahrainis in the private sector and fostering entrepreneurship, all while maintaining exceptional customer service. Looking ahead to 2025, Tamkeen will persist in striving to deliver high-quality offerings by placing the client at the forefront of its operations and continuing to peruse corporate excellence.

Leaders Today In:

1. Enabling the skill development of Bahrainis in the private sector
2. Fostering entrepreneurship
3. Empowering women in the private sector
4. Excellence in customer service
5. Creating a motivating work environment

Leaders Next Year In

1. Preparing local talent capable of competing, in the private sector and within Tamkeen
2. Customer-centricity across all functions
3. Corporate excellence
4. Transparency and accountability
5. Excellence in data analysis and knowledge dissemination

Enhanced Fiduciary Governance & Monitoring

In 2024, Tamkeen embarked on a comprehensive plan to strengthen fiduciary responsibility and accountability, implementing a series of initiatives to intensify monitoring efforts, and increase collaboration with relevant authorities.

The plan was designed to enhance efforts made to uphold the protection of public funds and to ensure that support programs are being utilized in an optimal manner by individuals and enterprises in accordance with laws and regulations. The success of these initiatives has been driven by collaboration with relevant government authorities, shared responsibility, and alignment within the Team Bahrain framework.

This section highlights Tamkeen's efforts in 2024 regarding these initiatives.



Whistleblowing Policy

- A new whistleblowing policy was introduced, guided by the direction of the Board of Directors, to provide relevant stakeholders with a secure and confidential means to report any violations, abuses, or misuse of Tamkeen support.
- Established dedicated channels for reporting, including a hotline, email, and page on Tamkeen's website.
- Launched an awareness campaign on Tamkeen's platforms presenting examples of violation cases and illegal practices that can be reported.



Authority of Judicial Officers

- Select Tamkeen Monitoring and Legal employees were granted the authority of judicial officers, enhancing the legal frameworks applied in regulatory and monitoring procedures.



Intensified Inspection Visits

- Increased inspection visits to enterprises and individuals benefiting from Tamkeen support programs.
- Over 6,200 visits were conducted for employment and wage support programs in 2024, a rate six times higher than the previous year.
- A pilot automated mechanism was introduced to flag potential violation cases, using a data model that provides warning indicators based on an analysis of enterprise data.



Communication with Customers

- Ongoing communication with beneficiaries of employment and wage support programs occurs both during and after the support period to promptly detect potential cases of non-compliance.
- A new approach was introduced to facilitate timely communication with customers through the implementation of a Chatbot application.



Team Bahrain Collaboration

- Tamkeen aligned with relevant governmental regulatory bodies on monitoring efforts and judicial processes to ensure a unified approach to oversight and accountability.
- Necessary actions were taken on identified violations, including referring cases to relevant authorities.
- A new notification mechanism was introduced in coordination with the Ministry of Labor to alert Tamkeen of arbitrary dismissal cases, enabling appropriate actions in accordance with violations regulations. These actions may include reimbursement of support funds or the prohibition of enterprises and individuals from future program participation in confirmed violations cases.

Strive for Corporate Excellence

To strive for corporate excellence, Tamkeen has embarked on a comprehensive journey towards digital transformation and innovation. By leveraging cutting-edge technology and innovative operating models, significant improvements have been made, enabling more streamlined internal and external processes, and enhancing customer journey and user experience.

This section showcases Tamkeen's key initiatives to drive corporate excellence over the past 2 years.



Investment in Technology

- **Launched a new customer portal** featuring improved customer journey, enhanced user experience, and strengthened security.
- **Became one of the first entities in Bahrain to implement low-code technology** on its portal, enabling the launch of new programs 15 times faster through increased flexibility.



End-to-End Digital Experience

- **Customers can access all services provided by Tamkeen electronically** without the need to visit physical branches.
- **Tamkeen pioneered government adoption of open banking services**, using fintech solutions for automated International Bank Account Number (IBAN) verification. This advancement eliminated the need for customers to manually attach IBAN certificates, enabling fast, accurate, and seamless payments.
- **Launched a new e-check feature** allowing customers to submit guarantee checks (required for enterprise support programs) electronically through an e-check application. This initiative removed the need for in-person branch visits, enhancing customer convenience and process efficiency.



Integrations with Team Bahrain

- **Tamkeen established data integrations with various governmental entities** to streamline data exchange, enhancing efficiency and simplifying customer processes. Tamkeen expresses its gratitude to its current partners and plans to expand these integrations with them in 2025 while also introducing new partnerships. Examples of such integrations include:
 - **Streamlining the application process for the Wage Increment Program** through data integrations, eliminating the need for the customer to attach documents such as salary certificates, promotion letters, and Social Insurance Organization (SIO) letters.
 - **Introducing a bulk submission and payment feature** to simplify the application process for employers.



Corporate Excellence Review

- **Tamkeen initiated a corporate excellence review to evaluate its internal operations**, focusing on process reengineering, and a plan was developed for enhancements in 2025. This exercise is part of a continuous effort to enhance Tamkeen's processes and practices by leveraging emerging technologies, innovative solutions.

Commitment to Sustainability

In 2024, Tamkeen reinforced its strong commitment to sustainability by implementing diverse initiatives aimed at fostering economic and social prosperity. These efforts were aimed at enhancing the position and competitiveness of Bahrainis in the private sector and driving sustainable enterprise growth.

This section provides an overview of Tamkeen's key initiatives towards fostering sustainability during this year.

Our work internally supports



Fiduciary Responsibility

- **New initiatives to strengthen accountability and safeguard resources** such as the new whistleblowing policy.
- **A comprehensive review of internal monitoring processes** to optimize current practices.
- **6,200+ inspection visits** to enterprises and individuals receiving Tamkeen support.

Our work with enterprises supports



Opportunities for Bahrainis

- **Opportunities for Bahraini employment and career advancement** through Tamkeen's latest suite of programs.
- **Enhanced wages of Bahrainis in the private sector** through the Wage Increment Program and increased minimum wage policies for the NEP.
- **High-quality skills development** as a fundamental initiative for the professional growth of Bahrainis.
- **The economic participation of Bahraini women** through targeted programs and incentives.
- **Flexible work arrangements** by supporting part-time employees under the NEP.
- **The inclusion of people with disabilities** in the workforce.
- **Facilitating youth economic participation, skills development, and entrepreneurial journeys** through programs such as Mashroo3i Program, and Startup Bahrain Pitch.



Sustainable Enterprise Growth

Initiatives aimed at:

- **Reducing enterprise operational costs** and boosting productivity.
- **Fostering SME growth and resilience**, recognizing their crucial role in job creation, economic stimulation, and innovation.
- **Facilitating access to finance** to drive enterprise growth and sustainability.
- **Accelerating digitalization** to enable resource efficiency, remote work, data-driven decision-making, and other benefits.

Future focus

- **Digitization of monitoring processes and operations.**

Future focus

- **Incentivize enterprises to offer quality jobs to Bahrainis.**
- **Prioritize wage increase for Bahrainis in SMEs.**
- **Focus on outcome-based, and enterprise-led training.**
- **Develop new programs to support female participation in the private sector.**

- **Provide tailored support for enterprises with the highest potential for growth.**
- **Expand digitization support with a focus on financial tools.**
- **Provide new tools to drive enterprise growth, such as mergers and acquisitions.**
- **Build sustainability awareness.**

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Setting Our Course
for 2025

2025 Strategic Priorities

Building on Tamkeen’s 2024 achievements, and with the approval of the esteemed Board of Directors, Tamkeen will continue prioritizing the development of Bahraini talent within the private sector in 2025. This commitment aims to support 50,000 Bahrainis in employment and career advancement opportunities through four key strategic priorities.

01 Enhance the position and competitiveness of Bahrainis in the private sector

1. **Prioritize sustainable human capital outcomes** in all Tamkeen initiatives.
2. **Continue to focus on new employment channels**, including supporting the “Job+” initiative in partnership with the Ministry of Labour.
3. **Increase female participation and growth** in the private sector.
4. **Offer new incentives to enterprises committed to hiring, developing and retaining Bahraini talent.**

02 Equip Bahrainis with suitable skills for career development in the private sector

1. **Offer outcome and skills-based training programs to Bahrainis seeking to enter or develop in the private sector.**
2. **Introduce institutional-level training programs in partnership with the private sector** to develop Bahraini talent in line with enterprise goals to increase productivity.
3. **Bridge skill gaps in focus sectors.**

03 Prioritize enterprise growth, digitization, and sustainability

1. **Support high-growth enterprises** in the economy.
2. **Continue prioritizing economic diversification** by providing targeted support to focus sector and projects with sustainable economic impact.
3. **Provide comprehensive digitization solutions** for enterprises, prioritizing financial digital tools and emerging technologies.
4. **Support initiatives that accelerate growth in key sectors** including access to finance, listing on the financial market, and mergers and acquisitions.

04 Ecosystem Support

Support the development of the ecosystem surrounding the labor market and private sector to maximize impact, including the following key areas:


Labor Market:

1. **Guide local skills development** through Skills Bahrain initiatives including the development of in-depth sector skills reports, a digital portal to provide data analysis and insights on Bahrain’s labor market, and a national skills-based system.
2. **Support “Jobs+” initiative in partnership with the Ministry of Labour** to connect job seekers with suitable employment opportunities in the private sector.
5. **Contribute to enhancing the legislative framework** concerning the labor market and the private sector by collaborating with Team Bahrain.


Private Sector

3. **Support the startup ecosystem** through initiatives such as connecting entrepreneurs with funding opportunities, business ideation, and acceleration, among others.
4. **Enhance the collective understanding of the private sector** by conducting the first national enterprise survey in Bahrain.


Enabling Factors



Customer-centric, streamlined processes



Enhanced post-application services



Strengthened accountability & fiduciary responsibility

Continue supporting 50,000 Bahrainis annually for employment and career development opportunities

Focus Sectors & Areas

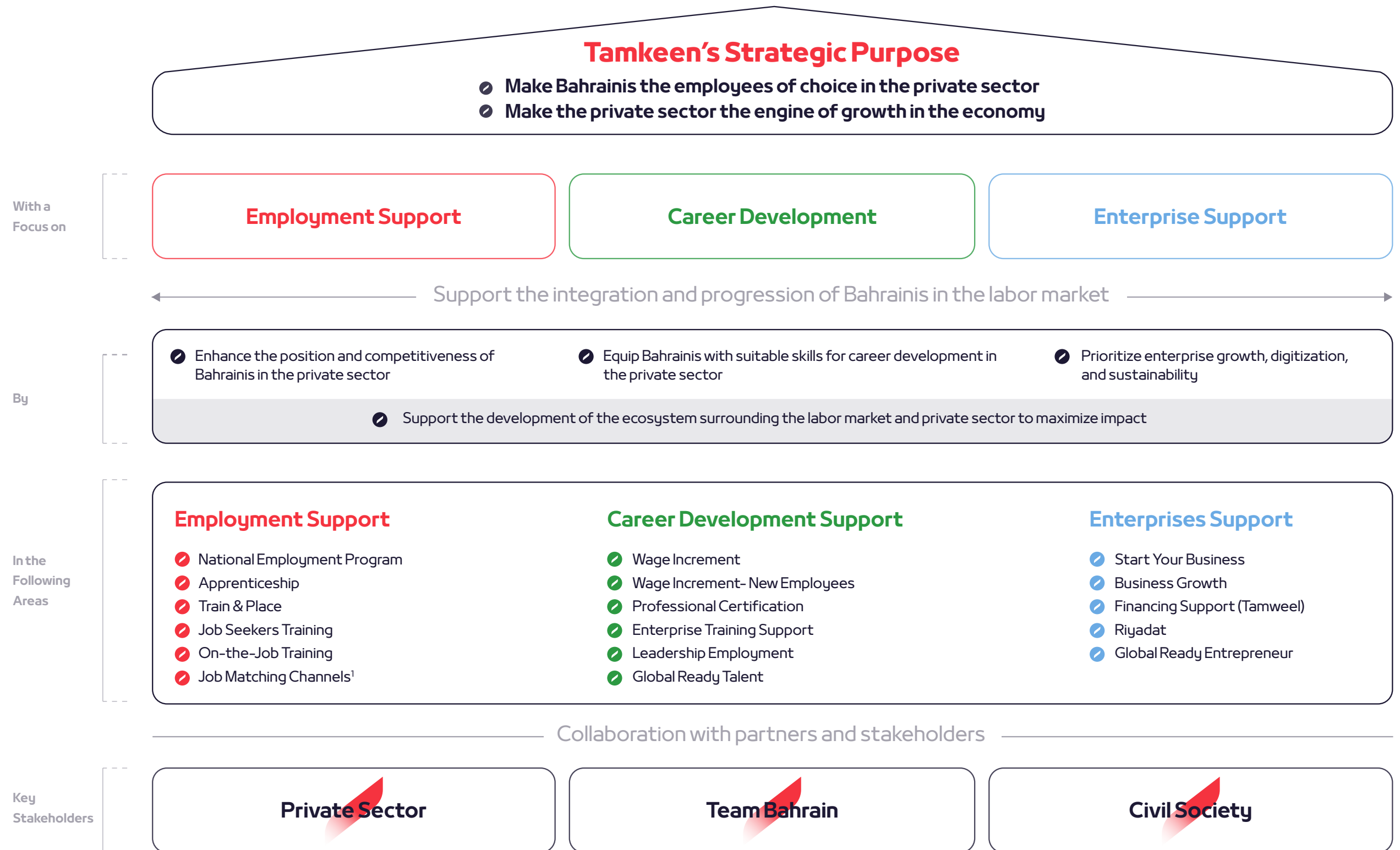
Given the significance of fostering enterprise growth as a key strategic priority for 2025, Tamkeen will prioritize enterprise development in sectors with the highest growth potential and support the skilling and development of Bahraini talent within these sectors.



If your enterprise operates in one of the sectors mentioned on this page, we invite you to contact us to learn about the available support opportunities for growth and development.



Our Strategic House



1- In partnership with the private sector

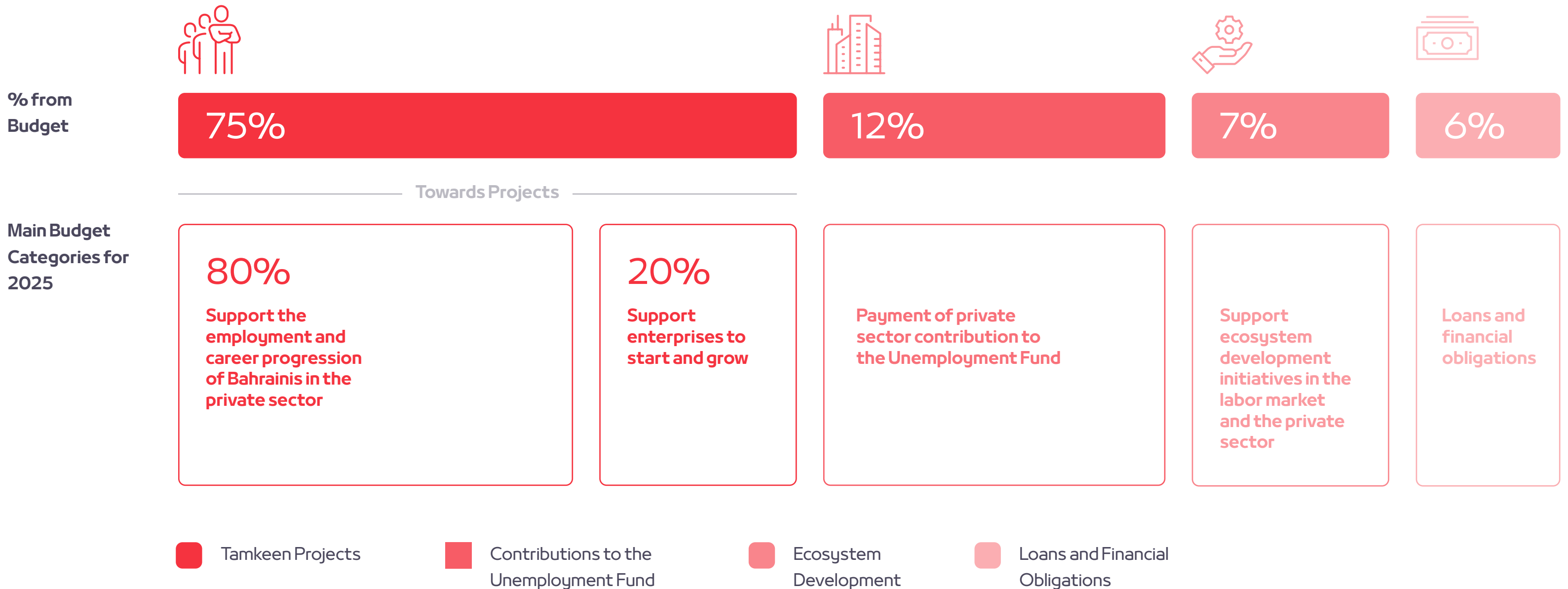
08

Financial

Overview

2025 Budget

Tamkeen’s annual budget is set with the approval of the Board of Directors and aligns with the organization’s operational plan and strategic priorities for 2025. The following outlines the breakdown of Tamkeen’s budget and commitments towards programs support and ecosystem development.



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