



# 2026

## Annual **Plan**



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# Board of Directors

In October 2023, His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, issued Decree No. 94 of 2023 restructuring the Board of Directors of the Labour Fund. The Board is chaired by His Highness Shaikh Isa bin Salman bin Hamad Al Khalifa, Minister of the Prime Minister's Court.

The Board of Directors is the highest authority of the Fund. It approves policies, oversees their implementation, and ensures the Fund operates in line with applicable laws and decrees. The Board approves the annual plan, budget, and financial year, reviews reports from the Chief Executive, and approves the investment and use of the Fund's assets.



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**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 Representative

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



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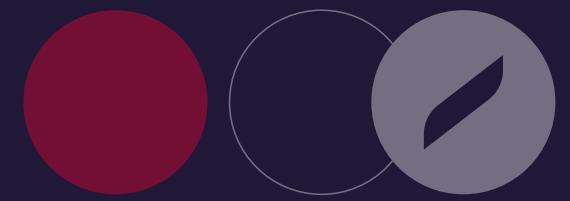
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# Year in Review



## Year in Review



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, Minister of the Prime Minister's Court, Chairman of Tamkeen, and the guidance of the esteemed board members, the Labour Fund (Tamkeen), has achieved a significant milestone in 2025.

Tamkeen is proud to have created more than 44,300 employment and career development opportunities for Bahrainis in private sector enterprises. This includes over 20,800 support opportunities for Bahrainis through programs that facilitate their employment in the labor market, as well as over 23,500 support opportunities for Bahrainis through programs aimed at skill enhancement and career development, and over 8,600 enterprise applications through programs promoting growth and productivity.

This was achieved by channeling support programs to accomplish key objectives, including creating quality job opportunities, establishing new employment pathways in partnership with the private sector, and training and qualifying national talent to enhance their career development prospects. These efforts align with Tamkeen's commitment to sustainable economic growth in the Kingdom of Bahrain to implement national development plans.

Internally, Tamkeen has prioritized improving its operations to achieve excellence by leveraging innovation and digital transformation.

To ensure the efficiency of support, Tamkeen has developed and implemented a comprehensive plan to strengthen shared responsibility in safeguarding public funds. This includes intensifying monitoring efforts, enhancing collaboration with relevant entities, introducing a risk-based assessment framework and an updated regulatory certification framework.

The report provides an overview of Tamkeen's plan for 2026, highlighting organization focus areas for this year, including Tamkeen's 2026-2030 Strategy. It begins by outlining the fund's 20 year's achievements, an analysis of economic and labour market trends and insights, and a review of Tamkeen's impact and organizational highlights in 2025. The report concludes by identifying Tamkeen's strategic direction for 2026.



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## Foreword



# Foreword

Guided by the royal directives of His Majesty King Hamad bin Isa Al Khalifa to strengthen Bahraini participation in the labor market, and with the support of His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister, Tamkeen reached an important milestone in 2025. Under the leadership of His Highness Shaikh Isa bin Salman bin Hamad Al Khalifa, Minister of the Prime Minister's Court and Chairman of the Board of Directors, and with the commitment of the Board's members, Tamkeen created more than 52,900 opportunities across employment, career development, and enterprise growth. These outcomes supported national talent and the private sector that drives Bahrain's economic progress.

As we approach our twentieth anniversary in 2026, we reflect on our longstanding partnership with the private sector and the role we have played in supporting national development. Since our establishment, Tamkeen has helped enterprises grow and compete while enabling Bahrainis to develop and advance in the private sector. Our evolution as a public agency within Team Bahrain has been shaped by the trust of our partners, positioning us today as a key contributor to workforce and enterprise success.

In 2025, we expanded our efforts to meet the evolving needs of the economy through initiatives such as the Digital Enablement Program, the AI Training Initiative targeting 50,000 Bahrainis by 2030, and enhanced support for People of Determination under the National Employment Program. We also introduced improvements that directly benefit our customers and partners, including AI-enabled solutions that accelerate payments.

The year ahead marks the start of our sixth strategic cycle for 2026 to 2030. Approved by the Board in January 2026 and developed with input from the private sector, Team Bahrain partners, and Tamkeen beneficiaries, the strategy builds on past progress and sharpens our focus on areas that matter most to Bahrain's economic growth. It reinforces Tamkeen's strategic mandate to strengthen the private sector's role as the main driver of economic growth and to develop a highly competitive Bahraini workforce.

This strategy reflects a shift toward more targeted, outcome-driven action, supported by rich data and evidence. Our aim is to focus on areas where Tamkeen can create meaningful and measurable impact in workforce competitiveness and enterprise

growth. A refreshed program structure, built around new pillars and initiatives, will support this direction.

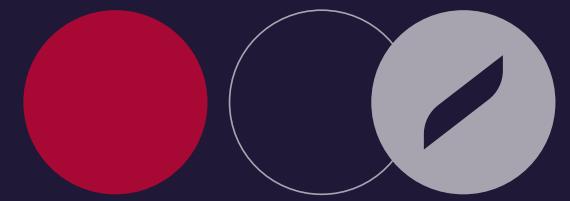
Our mission is clear: to direct our efforts where they create the greatest value and to provide effective support throughout the development journey of both Bahrainis and enterprises. The priorities outlined in this Annual Plan reflect this commitment and our shared ambition to deliver results that contribute to national progress.

We look forward to the year ahead and to continuing our work to help Bahraini talent and the private sector grow and thrive together.



**Maha Abdulhameed Mofeez**

Chief Executive



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## Economic **Landscape**



# Economic Overview

## Global Outlook

- The IMF's October 2025 World Economic Outlook update presents a steady global picture, with growth expected to reach 3.2% in 2025 before easing slightly to 3.1% in 2026. Growth in the Middle East is set to strengthen from 2.1% in 2024 to 3.5% in 2025 and 3.7% in 2026 as the effects of oil production and shipping disruption fade. Advanced economies, however, are expected to maintain modest growth of 1.6% in both 2025 and 2026, weighed down by policy uncertainty, trade tensions, and labor-market pressures.
- At the same time, global monetary policy is shifting away from aggressive tightening. Many central banks are moving toward more neutral or easing positions to support aggregate demand and stabilize labor markets as inflation gradually cools.

## Bahrain's GDP Growth

- Bahrain's real GDP has grown by 4.0% year-on-year (YoY) in Q3 2025, with the consistent growth of the non-oil sector, reflecting broad-based economic activity and the importance of Bahrain's diversification efforts.
- Bahrain's non-oil sector grew by 3.1% YoY in Q3 2025, constituting 85% of total GDP. Financial & Insurance Activities remains the largest sector, representing 17.8% of Bahrain's real GDP, followed by the Manufacturing sector with a 16.1% share of the real GDP.
- Foreign Direct Investment (FDI) into Bahrain has increased by 5.8% YoY in Q3 2025, with the Manufacturing sector recording the fastest increase in inward FDI stock, growing by 82% YoY.
- Bahrain's total value of exports grew by 7.1% YoY in Q3 2025, driven by the 9.3% YoY growth in non-oil exports and the 11.6% rise in exports of national origin.

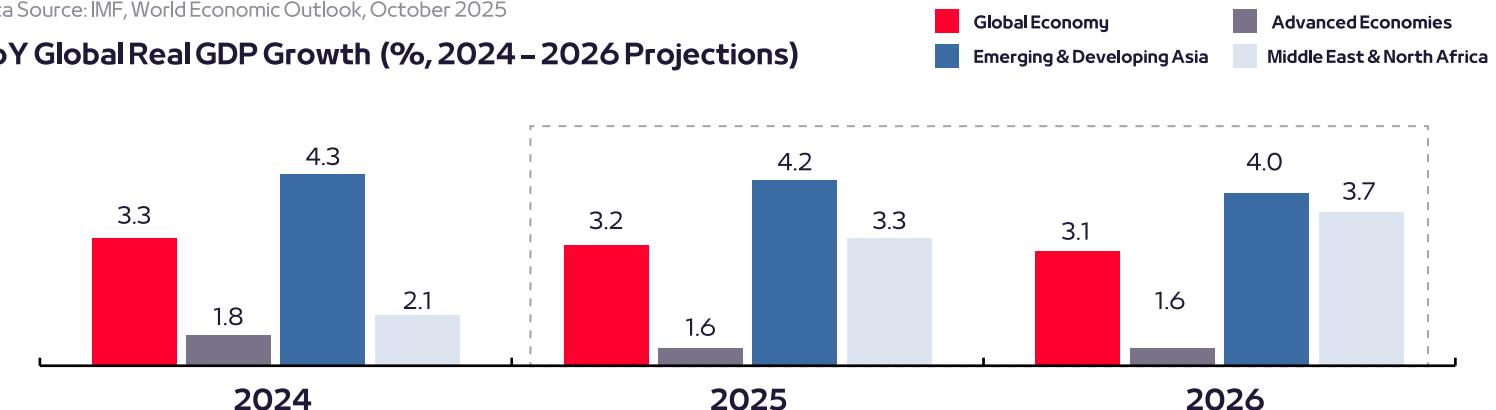
Data Source: MoFNE Economic Quarterly Report, Q3 2025

## Fastest Growing Sectors

- Real estate activity recorded the highest growth among all sectors in Q3 2025, recording a 5.4% YoY increase amid higher market transactions and investment demand. The total value of real estate deals rose 2.2% YoY, while the number of transactions grew by 17.7%, indicating improved buyer confidence and steady momentum in the property market.
- Financial & insurance activities was the second-fastest growing sector, as it expanded by 5.0% YoY in Q3 2025, led by a rise in banking sector assets and growth in banking transactions. The total value of transactions through the Electronic Funds Transfer System (EFTS) increased by 16.3% YoY, reflecting a robust and strong financial sector.
- The Education sector ranked third in YoY growth, as it expanded by 4.8% YoY, compared to only a 2.6% YoY growth in Q3 of 2024.
- Transportation & Storage experienced a 4.4% YoY rise in Q3 2025 amidst higher passenger and cargo transportation throughput.
- The number of passengers via land increased by 2.0%, while the number of passengers through the airport grew by 5.1%. With respect to cargo transport indicators, the number of air cargo flights increased 6.9% YoY.

Data Source: IMF, World Economic Outlook, October 2025

### YoY Global Real GDP Growth (%), 2024 – 2026 Projections



Preliminary data

Data Source: iGA, National Accounts, Q3-2025

### Bahrain's QoQ Real GDP Growth (BHD Million, Q1 2022 – Q3 2025)

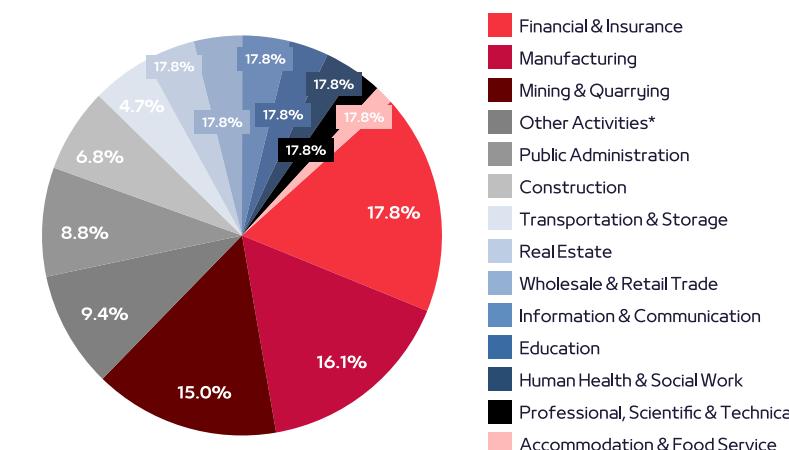


Preliminary data

Data Source: iGA, National Accounts, Q3-2025

Data extracted from National Accounts are classified according to ISIC4

### Bahrain's Real GDP Breakdown by Sector (%), Q3 2025



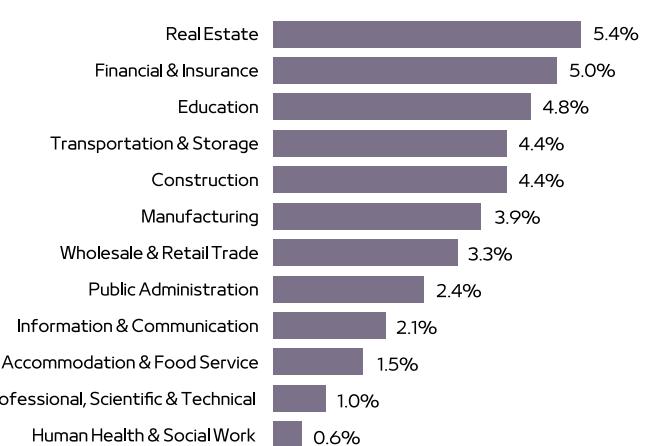
\* Other Activities include the Agriculture, Electricity, Water Supply, Other Service Activities, and Activities of Household and Arts, Entertainment

Preliminary data

Data Source: iGA, National Accounts, Q3-2025

Data extracted from National Accounts are categorized according to ISIC 4  
Oil sector GDP growth is omitted

### Bahrain's YoY Real GDP Growth per Sector (%), Q3 2025



% Change: YoY Q3-2025 vs Q3-2024

# Labor Market Overview

## Employment Trends

- Against a backdrop of continued economic growth, Bahrain's private sector employment expanded in Q3 2025, recording a 2.9% YoY increase, reaching a total of 578,826 employees.
- The private sector remained a key driver of national employment. As of Q3 2025, two-thirds of employed Bahrainis were in the private sector, totaling 105,503 employees. Bahrainis in the private sector grew by 2.4% YoY, underscoring its continued role in absorbing local talent.
- Bahraini female participation in the private sector stood at 36.3% as of Q3 2025. Over the past two years, the number of Bahraini females in the private sector grew by 6.3%, highlighting ongoing improvements in workforce inclusion.
- Bahraini youths remain an important share of the local workforce, with youth aged below 29 representing 34% of Bahrainis in the private sector as of Q3 2025, a total of 35,350 employees.

The labor market showed positive progress this year, supported by continued economic growth and expanding employment opportunities. The private sector continued to play an important role in employing Bahrainis, underscoring its importance as a key source for future employment. Tamkeen's employment and career development programs played a vital role in stimulating the intake of Bahrainis into the private sector and the empowerment of key segments, including women and youth.

## Wage Dynamics

- Alongside the rise in employment, the average wage of Bahrainis in the private sector reached BHD 892 as of Q3 2025.
- This reflects a YoY growth of 4.1% in average wages of Bahrainis in the private sector in Q3 2025. Average wages of Bahraini females grew by 4.9% from Q4 2024 to Q3 2025 compared to 4.7% for Bahraini males, displaying a gap of 0.2%.
- Rising wages have contributed to improvements in job quality for Bahrainis. The distribution of Bahraini employees by pay shows a 6.3% increase in Bahrainis earning BHD 600 or above monthly between Q4 2024 and Q3 2025, alongside a decline of 4.7% in the number of workers earning BHD 399 or less monthly over the same period.

Bahraini private sector wages continued their upward trajectory, growing at a faster pace than employment in Q3 2025. The increase in wages display an advancement in quality of jobs captured by Bahrainis, with more filling higher skilled and higher paying roles. Tamkeen's programs, including wage increments, upskilling and National Employment Program (NEP) supported growth of wages of Bahrainis in the private sector.

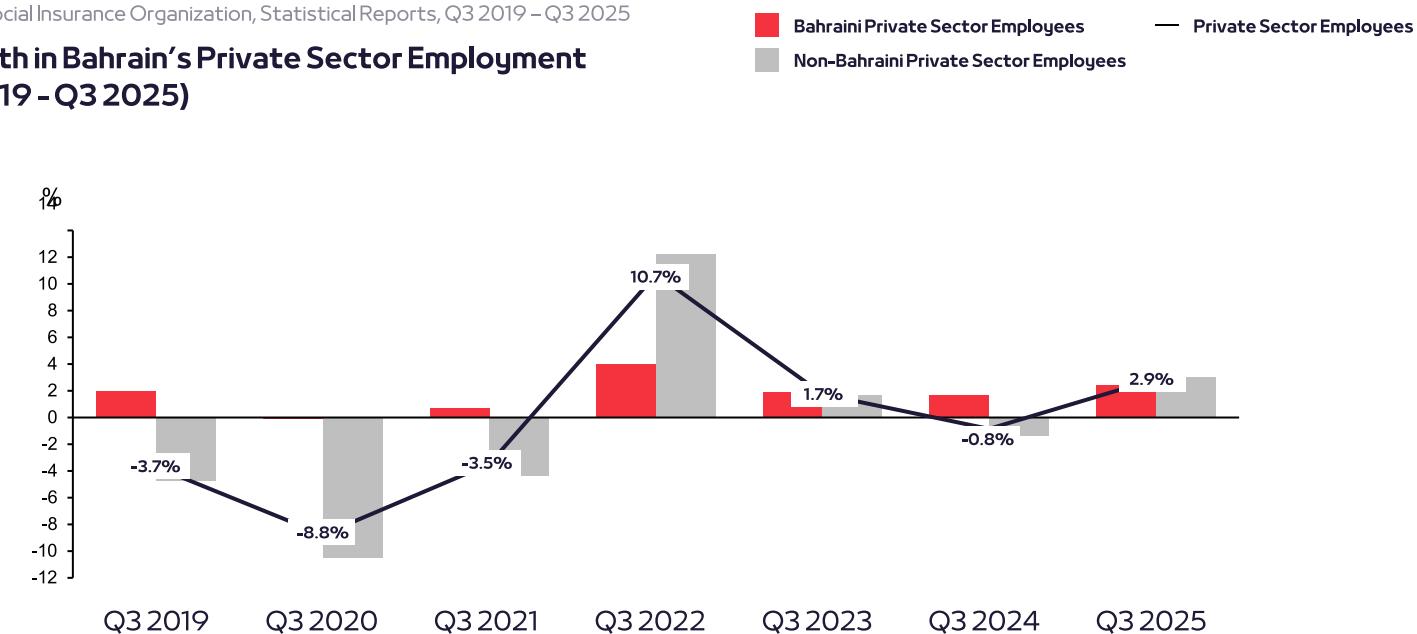
## Labor Market Shifts

- Bahrain's economic diversification efforts are driving the growth of multiple economic sectors, including ICT, Professional, Scientific & Technical Activities, and Transportation & Storage. This growth is expected to shift employment dynamics and create new opportunities, requiring specific technical and vocational skills.

Investment in technical and vocational training will be crucial to meet the emerging skill needs of the labor market. In particular, specialized trainings and upskilling in digital skills are vital to capture the opportunities created by evolving industry needs.

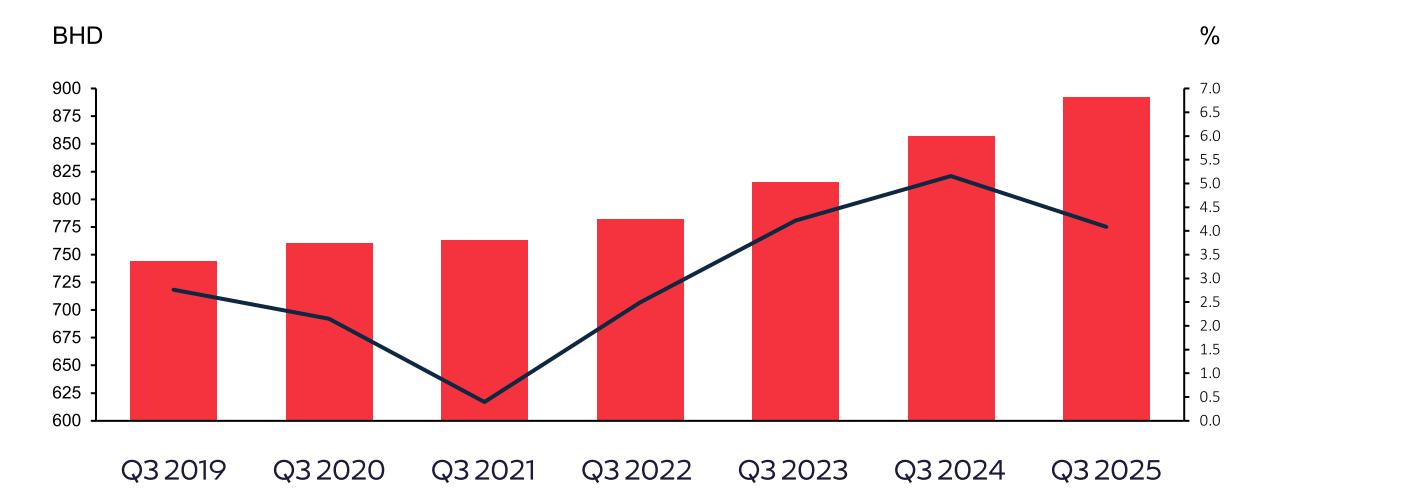
Data Source: Social Insurance Organization, Statistical Reports, Q3 2019 – Q3 2025

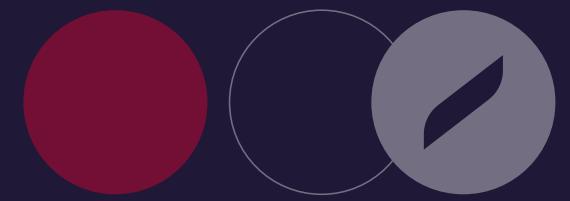
### YoY Growth in Bahrain's Private Sector Employment (% , Q3 2019 - Q3 2025)



Data Source: Social Insurance Organization, Statistical Reports, Q3 2019 – Q3 2025

### Wages of Bahrainis in the Private Sector and YoY Growth (BHD / %, Q3 2019 – Q3 2025)





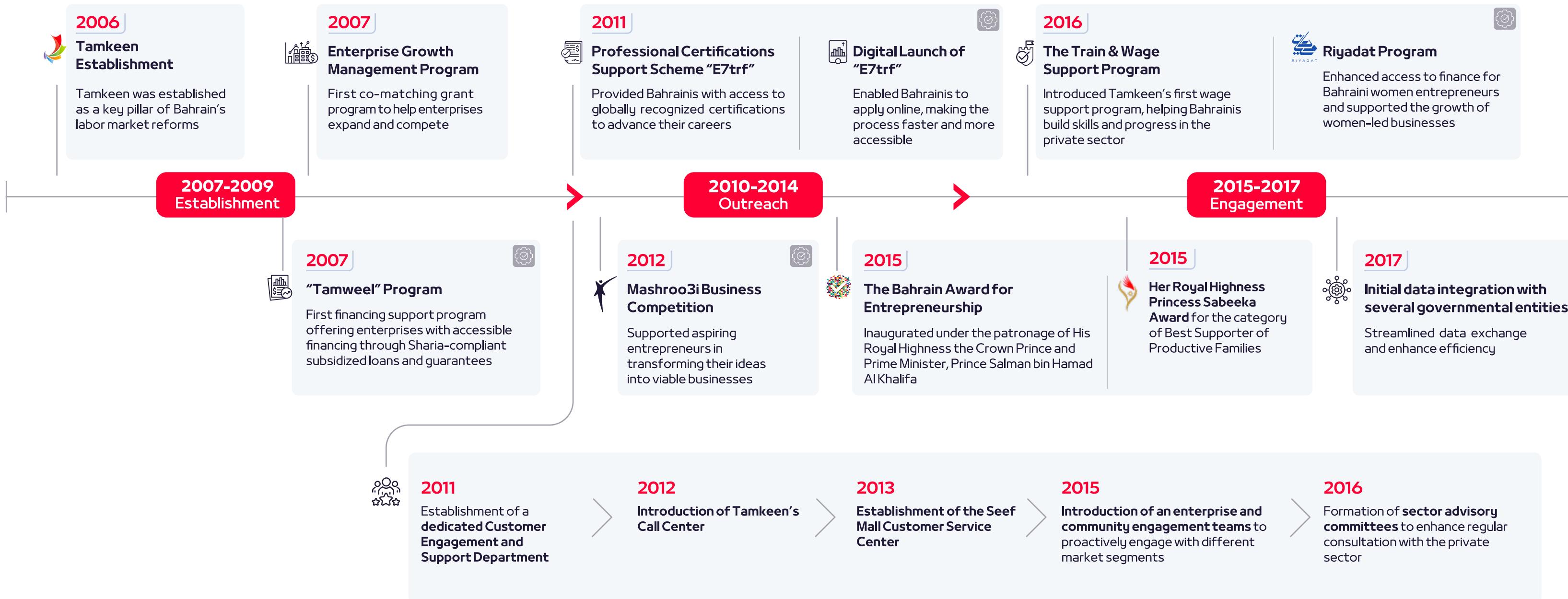
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# Twenty Years of **Empowerment**

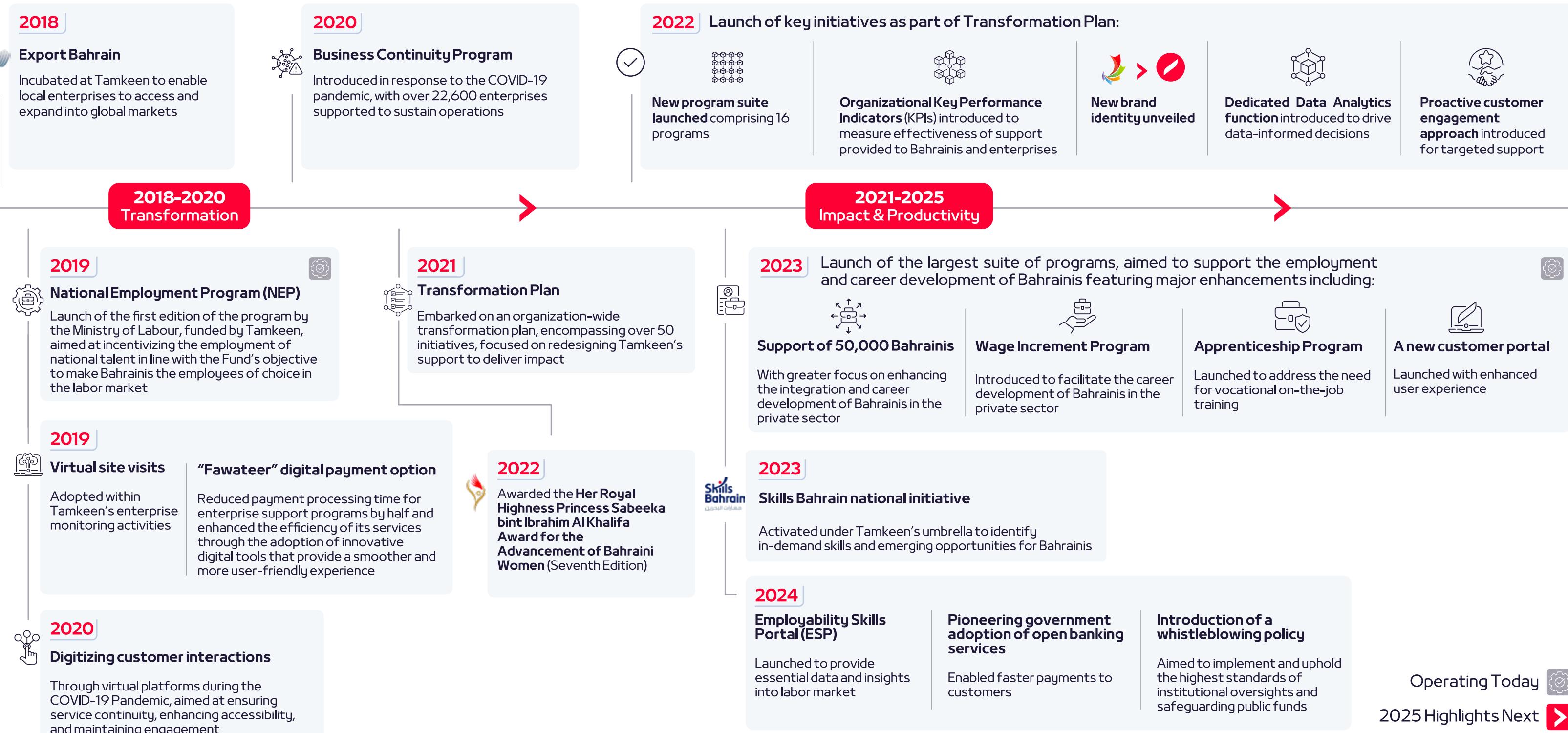


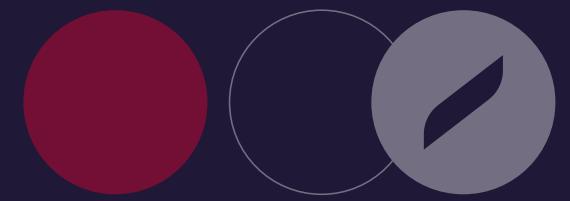
# Twenty Years of Empowerment

For twenty years, Tamkeen has supported private sector growth and empowered Bahrainis in line with its national mandate. The milestones below highlight key achievements in this journey and the impact created for Bahrainis and businesses.



# Twenty Years of Empowerment





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# Highlights of **2025**





# Enhancing Programs and Policies

## 2025 Highlights

Tamkeen enhanced its support by aligning programs with the evolving needs of the economy, ensuring more effective, inclusive, and high-impact outcomes for individuals and enterprises.

### Digital Enablement for SMEs



The Digital Enablement Program helps small and medium enterprises adopt the digital tools they need to operate more efficiently and serve customers better. Through subsidized access to core digital solutions, the program supports businesses in strengthening their operations, improving service delivery, and reaching new markets. It contributes to the Kingdom's digital transformation goals and helps build a more productive and competitive private sector.



### Training 50K Bahrainis in AI



The initiative equips Bahrainis with highly in-demand AI skills, strengthening their competitiveness, supporting career growth, and helping enterprises build more productive and future-ready Bahraini workforce. Following directives from His Highness Shaikh Isa bin Salman bin Hamad Al Khalifa, Tamkeen launched a national program to train 50,000 Bahrainis in Artificial Intelligence by 2030 through partnerships with local and international partners.

### Increased Inclusion



The enhanced incentives support greater workforce participation for People of Determination by making employment opportunities more accessible and equitable.

As part of the National Employment Program, Tamkeen introduced a dedicated 10 percent additional support during the incentive period to better enable their inclusion in the labor market.

Tamkeen also strengthened its social inclusion efforts by extending eligibility for human capital development programs to children of Bahraini mothers, ensuring broader access to skills development and career opportunities.



### Freelancer Support



The initiative offers jobseekers a clear path to pursue freelancing as a viable career, giving them greater flexibility and access to independent work opportunities.

The ministry of Labour announced the launch of the Freelancers Support initiative funded by the Labour Fund (Tamkeen), by helping participants obtain a virtual commercial registration (Sijili) and receive one year of incentive support to begin their freelance journey.



# Strengthening Compliance and Oversight

## 2025 Highlights

Tamkeen continued to strengthen its governance standards in 2025 through intensified inspection visits and the introduction of new measures, including the risk-based assessment and updated certification framework.



### Intensified Compliance Inspection Efforts



Tamkeen strengthened its compliance and oversight efforts in 2025 to ensure that support is used appropriately and that programs deliver their intended impact for beneficiaries and the private sector. These efforts also help maintain fairness, protect public funds, and uphold confidence in national labor market initiatives.

In 2025, Tamkeen conducted its highest number of inspections to date, carrying out more than 11,000 site visits for employees and more than 5,000 for enterprises benefiting from Tamkeen's support. A total of 33 violations were identified and referred to the relevant authorities, underscoring Tamkeen's commitment to accountability and sound governance across all its programs.

### Streamlined Violations Management



Tamkeen continued to implement a streamlined process for managing potential and confirmed violations to strengthen the protection of public funds. This process brings together all relevant functions to ensure cases are handled consistently, transparently, and in line with established regulations.

Potential violations are identified and investigated by the Monitoring and Compliance team, while confirmed cases are referred to the Violations and Grievance Committees for review and enforcement. All actions follow Decision No. 2 of 2023, which sets out the Violations Regulation for suppliers and beneficiaries.

Through this approach, Tamkeen reinforced program integrity and upheld fairness and accountability for all beneficiaries and partners.

### Strengthening Training Quality and Impact



Tamkeen introduced an updated certification framework for training programs and will continue to refine it to ensure stronger impact and alignment with market needs. The framework prioritizes high-quality training that leads to meaningful employment outcomes and supports career progression for Bahrainis.

The framework includes clear procedures to measure program impact, conduct periodic reviews, and follow up with beneficiaries to assess how the training contributes to their professional development. Based on these reviews, 20 certificates were delisted and the support criteria for 6 certificates were revised to maintain alignment with Tamkeen's strategic priorities.



### Introducing a Risk-Based Enterprise Assessment Framework



To strengthen fiduciary responsibility and maximize the impact of its support programs, Tamkeen developed an internal enterprise risk assessment framework aligned with international best practices. The framework provides a structured and consistent way to assess enterprises and determine the appropriate level of due diligence, monitoring, and support required.

This tailored, data-driven approach will help improve oversight, optimize the use of resources, and ensure support is delivered more effectively. Implementation will begin under the National Employment Program (NEP) and will be expanded to additional support areas in 2026.



# Strengthening Digital Service Delivery

## 2025 Highlights

Building on its commitment to corporate excellence, efficient processes, and improved customer experience, Tamkeen continued to leverage technology and innovative solutions to enhance end to end, digitally enabled service delivery.

### Secure Access to eKey 2.0

 In line with Bahrain's national digital transformation goals, Tamkeen integrated the eKey 2.0 national digital identity system into its online portal to enhance the end-to-end customer experience. The integration enables secure, seamless access to services and streamlines applications by automatically retrieving verified user information, improving accuracy, efficiency, and ease for customers.

### Leveraging AI to Enhance Payment Processing

 Tamkeen introduced an AI agent to support the validation of payment claims, initially deployed for wage payments under the National Employment Program and the Wage Increment Program. The solution enhances processing speed, accuracy, and customer experience, with planned enhancements to extend automated validation to additional payment types across Tamkeen's programs.

### Tamkeen Mobile App: A New Digital Experience

 Tamkeen is developing its first mobile application to make its services easier to access, with the launch this year. In its first phase, the app will focus on individuals, helping them make better decisions about training and career support. Beneficiaries will be able to browse and apply for programs, track application status, submit payment claims, and receive important updates in one place. Additional functionalities will be introduced in 2026. This app will form the foundation for a new way of interacting with Tamkeen, enabling more connected, digital, and user focused service delivery.





# Shaping Policy and Market Insights

## 2025 Highlights

Tamkeen strengthened its position as a thought leader within Team Bahrain by generating critical market insights that inform evidence-based decision-making and advance workforce and private-sector development.

### Strengthening the National Skills Ecosystem



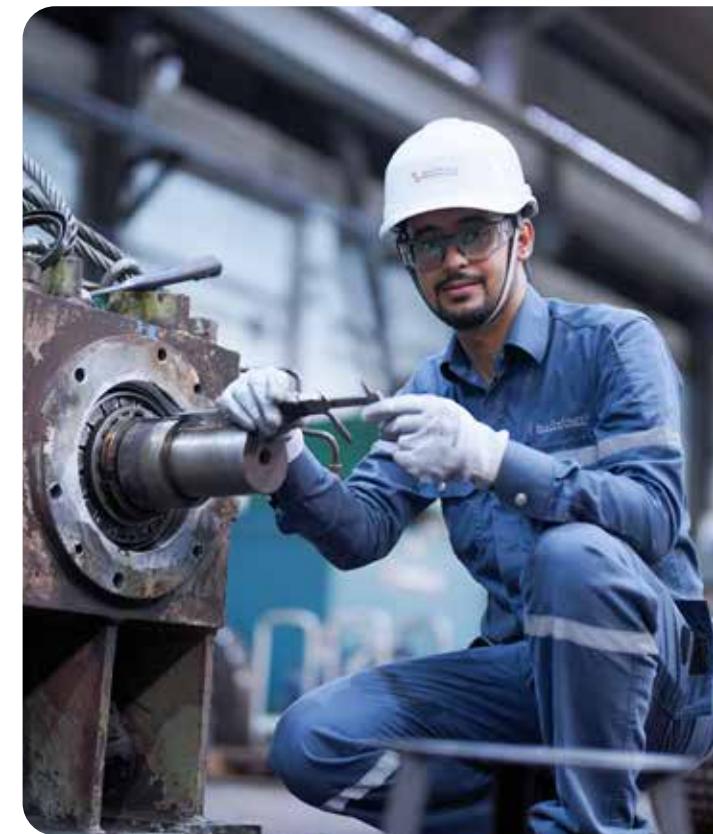
Throughout 2025, Skills Bahrain continued to strengthen Bahrain's skills ecosystem and align talent development with evolving labor market needs through a set of targeted initiatives.

Four sector reports were published, providing market intelligence on current and emerging labor market challenges and opportunities across accountancy, financial services, education, and human resources.

Extensive career guidance outreach reached more than 10,000 students across public and private schools. In parallel, sessions were delivered to academic and career guidance specialists to demonstrate how insights from Skills Bahrain and the Employability Skills Portal support data driven guidance. In addition, 12 workshops were conducted with job seekers in coordination with the Ministry of Labour.

Skills Bahrain also convened sector engagement events bringing together industry leaders across manufacturing, fintech, accountancy, and human resources to review findings and identify collaboration opportunities. Training institution events further supported alignment of training programs with labor market needs by equipping providers with relevant data and tools.

In addition, the Skills and Gender Parity Accelerator was launched jointly with the Economic Development Board, in partnership with the World Economic Forum. The initiative mobilizes public and private sector leaders to address priority workforce challenges, strengthen women's participation in the labor market, and advance Bahrain's human capital agenda through coordinated action.



### Data Driven Insights for Enterprise Growth



Tamkeen supported the Kingdom of Bahrain's first national survey of private sector enterprises, led by the Bahrain SME Development Board chaired by the Minister of Industry and Commerce. This landmark initiative represents a significant step in strengthening the national data ecosystem and supporting informed understanding of the private sector.

The survey was designed to generate high quality, actionable insights into the needs, challenges, and growth opportunities of private sector enterprises. In line with Tamkeen's commitment to prioritizing impact driven programs and evidence-based decision making, the findings will inform the design and refinement of policies and initiatives aimed at enhancing enterprise growth and accelerating sustainable economic growth.

Implemented in partnership with a specialized survey firm, the survey achieved comprehensive national coverage across enterprises of all sizes and sectors. It covered key areas including labor market dynamics, training needs, among other topics providing a robust foundation to guide targeted, high impact support for the private sector.

### Tamkeen's Labor Market Academy



Tamkeen hosted the first Labor Market Academy, strengthening labor market understanding across Tamkeen and key national stakeholders.

The Academy provided targeted knowledge transfer on labor market policy design, digital skills development, and the future of work, engaging both technical teams and senior leadership.

This initiative enhanced institutional capacity and supported the development of more coordinated, evidence-based labor market policies and programs aligned with Bahrain's evolving workforce needs.





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# Our Impact in **2025**



# 2025 at a Glance

Tamkeen builds on last year's historic achievement by continuing to deliver more than 44,300 opportunities for Bahrainis to enter and advance their careers in the private sector, while supporting more than 8,600 enterprises, marking one of its highest years of reach to date.

## New Labor Market Entrants

**20,800+** opportunities delivered to Bahrainis and enterprises committed to employing new labor market entrants, supporting access to private sector employment through wage, placement, and training programs.

## Talent & Career Development

**23,500+** opportunities delivered to Bahrainis working in the private sector and to enterprises committed to the career development of the Bahraini workforce, through upskilling and reskilling, wage increment, and leadership development programs.

## Enterprise Development

**8,600+** opportunities delivered to enterprises to support their employment, growth, business development, and digitization needs.



## Labor Market Entrants

**12,900+**

Employment Opportunities under NEP

**7,300+**

Training Opportunities for Jobseekers

**92%**

Youth Participants

**31%**

Year-on-year Growth in Quality Jobs\*

**40%**

Female Employment

**BHD 6Mn**

Value of Wages of Labor Market Entrants under NEP



## Talent & Career Development

**15,500+**

Training Opportunities for Private Sector Employees Linked to Career Development

**6,600+**

Bahrainis with Wage Increases

**BHD 87**

Average Increase in Wage Due to Wage Increment Support

**2x**

Year-on-year Growth in Enterprise-Led Trainings

**3,300+**

Tech Training Opportunities



## Enterprise Development

**8,600+**

Enterprises Supported

**47%**

Enterprises Were SMEs

**BHD 43Mn+**

Total Loan Value for Financing Support

**68%**

Enterprises Supported for Financing Were SMEs

**74%**

Enterprises Supported in Employing and Developing Bahraini Talent

**3,900+**

Enterprises Supported with Wage Support

**50%**

SMEs Supported by Wage Support

\* The data represents the total number of approved applications from 1 January 2025 – 31 December 2025 from online applications through Tamkeen's system.

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

\* Jobs with wages of BHD 600 and over.



# Opportunities for Labor Market Entrants



**12,900+**

Employment Opportunities under NEP

**7,300+**

Training Opportunities for Jobseekers

**92%**

Of Opportunities Benefited Bahraini Youth

**31%**

Year-on-year Growth in Quality Jobs\*

**40%**

Female Employment

**BHD 6Mn**

Total Value of Wages of Labor Market Entrants

**Tamkeen continues to advance national efforts to integrate Bahrainis into the private sector, achieving a record-breaking year for the National Employment Program (NEP) with the largest number of applications supported since the program's inception in a single year. Over 12,900 NEP applications were supported for new labor market entrants, marking a 26% increase from 2024.**

**The total wages of Bahrainis enrolled in the program amounted to more than BHD 6 million, also demonstrating a 26% increase from the previous year. This growth reflects both the program's substantial contribution to the national economy and supporting enterprises hire Bahrainis.**

**The number of quality jobs\* supported continues to grow, with a 31% increase from last year, signaling steady progress in elevating job opportunities and the impact of minimum wage policy change post the launch of the new programs in 2023.**

**Female participation remains a core focus, with women representing 4 out of every 10 Bahrainis supported for new labor market entry, consistent with last year's trends.**

**The NEP program has demonstrated strong outcomes in promoting long-term employability, with a significant share of participants remaining employed in the private sector after their support period ended.**

## Preparing Talent for the Labor Market

**In partnership with the Ministry of Labour (MOL), Tamkeen continued to enable job seekers to gain practical experience in the private sector through the On-the-Job Training (OJT) program, strengthening their readiness for employment. The program supported over 3,400 individuals across various sectors such as Sales and Trade, Professional, Scientific and Technical Activities, and Financial and Insurance Activities.**

**More than 3,500 job seekers were supported for professional certification training to develop technical skillsets and enhance their employability.**

**Female participation in training programs supporting job seekers' entry into the labor market remained strong, with women accounting for 53% of all trainees.**

**Through the Apprenticeship Program, Tamkeen supported over 170 participants in developing practical vocational skills and hands-on experience, enhancing their competitiveness in the job market. A partnership with Nasser Centre for Science and Technology was formed in 2025 to expand apprenticeship opportunities.**

• The data represents the total number of approved applications from 1 January 2025 – 31 December 2025 from online applications through Tamkeen's system.

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

\* Jobs with wages of BHD 600 and over.



# Opportunities for Talent & Career Development



**23,500+**

Total Career Development Opportunities

**15,000+**

Training Opportunities Linked to Career Development

**6,600+**

Bahrainis Benefiting from the Wage Increment Program

**BHD 87**

Average Increase in Wage Due to Wage Increment Support

**2x**

Year-on-year Growth in Trainings Led by Enterprises

**3,300+**

Tech Training Opportunities

## Supporting Wage Growth

Tamkeen has continued to support increasing wage growth of Bahrainis in the private sector with more than 6,600 Bahrainis supported for the Wage Increment program.

The Wage Increment Program successfully elevated the wages of Bahrainis by an average of 87 BHD, representing an 8% increase compared to last year.

Females accounted for 36% of beneficiaries supported for the program in 2025, reflecting an increase of 4 percentage points compared to 2024.

## Advancing Career Skills

Tamkeen provided over 15,000 training opportunities to enhance Bahraini's career development through three core means: (1) Professional Certification Program, (2) Enterprise Training Support Program, (3) Online Training Platforms.

Over 5,100 Bahrainis benefited from the Professional Certification Program, highlighting the importance of quality training in unlocking growth opportunities for Bahrainis.

The private sector demonstrated a growing commitment to developing Bahraini employees, since the launch of the updated programs in 2023, with enterprise-led training applications increasing two-fold with over 5,100 approved applications.

Tamkeen introduced support for several online training options through multiple local, regional, and intranational platforms, with more than 3,900 Bahrainis benefiting from these programs. Participation in online training increased more than two-fold compared to 2024.

Tamkeen continues to support the development of a strong pipeline of skilled digital talent, with more than 3,300 Bahrainis trained in ICT skills, such as full-stack development, AI in Fintech, and cyber security, contributing to the Kingdom's broader digital development efforts.

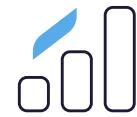
Women's empowerment remained central to Tamkeen's efforts, with women representing 43% of all participants in training programs under this pillar, and a notable 53% specifically within the Professional Certification Program.

## Building Leadership Capability

Leadership development support grew steadily in 2025, with more than 700 Bahrainis empowered to take on leadership roles through the Leadership Employment Program across various sectors, primarily Financial & Insurance Activities, Construction, and Professional, Scientific & Technical sectors.

Tamkeen remains committed to enhancing female participation in leadership pathways, with women representing 33% of total Bahrainis supported through the program.

- The data represents the total number of approved applications from 1 January 2025 – 31 December 2025 from online applications through Tamkeen's system.
- Enterprise size is calculated as per the Ministry of Industry and Commerce (MoIC) definition, based on the number of employees.



# Opportunities for Enterprise Development



**8,600+**

Enterprises Supported

**74%**

Enterprises Supported in Employing and Developing Bahraini Talent

**47%**

Enterprises Were SMEs

**35%**

Enterprises Supported for Business Development Were Fully or Partially Owned by Women

Enterprises Supported for Financing Were SMEs

## Accelerating Enterprise Growth

**Tamkeen remains fully committed to empowering the private sector to drive business growth and job creation.** In 2025, more than 8,600 enterprise applications were approved across all programs including support for hiring Bahrainis, developing their skills through training, as well as grants for business outcomes and financing support.

**Tamkeen continues to prioritize small and medium enterprises (SMEs),** which represented 47% of total approved enterprise applications.

**Most enterprises opted for support to hire, train, and develop Bahraini employees over other types of support,** showcasing their commitment and trust in Bahraini talent. This was demonstrated by the approval of more than 6,400 enterprise applications for employment, training, wage increment, and leadership development support representing 75% of all approved enterprise applications.

**Tamkeen continues to support SMEs in hiring Bahraini talent,** with this segment accounting for 50% of all employee applications under the NEP, consistent with previous years. Small enterprises were the primary driver of demand in 2025, making up the majority of applications.

**Tamkeen continues to pay the 1% private sector contribution to the Unemployment Fund, amounting to 24 million BHD annually,** further supporting enterprises in reducing their operational costs.

## Driving Enterprise Development

**Demand for Tamkeen's business development programs continued its upward trend,** with more than 2,200 enterprise applications supported, reflecting a 28% increase compared to 2024.

**Dedicated efforts to drive digital transformation among micro, small, and medium-sized enterprises were introduced** through the Digital Solution Program launched in August 2025. Since then, more than 290 applications have been approved, with SMEs representing over half of the beneficiaries.

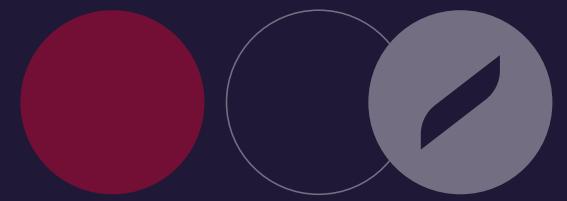
## Expanding Access to Financing

**Tamkeen's financing support saw growing interest,** with over 270 enterprises supported, reflecting a 14% growth in the program compared to 2024.

**SMEs remained the primary beneficiaries of Tamkeen's financing support,** receiving 68% of all approved applications.

**Financing support to SMEs was expanded through the launch of the SME Fund in 2025.** The fund is a national initiative established in partnership between Bahrain Development Bank (BDB), Bank of Bahrain and Kuwait (BBK), the National Bank of Bahrain (NBB), and Al Salam Bank, and supported by Tamkeen through profit subsidies and guarantees.

- The data represents the total number of approved applications from 1 January 2025 – 31 December 2025 from online applications through Tamkeen's system.
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Future Impact:  
Tamkeen's Strategy

**2026-2030**

# Focusing Support for Sustainable Impact

## Tamkeen's 2026–2030 Strategy

Tamkeen's 2026–2030 Strategy marks a historic milestone in the organization's 20-year journey. Approved by the Board of Directors in January 2026, the strategy represents a bold new chapter, elevating Tamkeen from a broad program operator into a proactive, data-driven national thought leader shaping the future of Bahrain's labor market and private sector, with a focused emphasis on areas that deliver the highest returns for Bahrainis and the economy.

Built on robust assessments based on best practices, including deep stakeholder engagement across Team Bahrain and Tamkeen beneficiaries, comprehensive labor supply-demand modelling, the strategy sets a powerful foundation to generate sustainable impact for Bahrainis and the national economy. It positions Tamkeen to lead with clarity, purpose, and ambition as it enters its next phase of impact.

### Vision

Empowering Bahrainis and strengthening their competitiveness to thrive in a productive and sustainable economy powered by the private sector

### Mission

To focus efforts on areas of greatest impact for Bahrainis and the economy by providing targeted and effective support that meets the needs of enterprises and individuals throughout their development journey, maximizing our impact on both and driving sustainable economic growth



## Core Elements of Tamkeen's 2026–2030 Strategy

### 1 Evolved Role

Proactively shaping the market by preparing Bahrainis for the right jobs and helping businesses create more opportunities, while driving thought leadership through market insights

### 2 A Data-Driven, Insight-Led Approach

Leveraging data including a Labor Market Supply–Demand Model to guide the prioritization of skills development and the employment of Bahrainis in high-demand jobs

### 4 A Simplified Program Portfolio

A unified portfolio designed to ensure every client can easily recognize the program that delivers the greatest value for their objectives

### 3 Targeted Focus on High-Impact Areas

Clear prioritization of segments that deliver the greatest value, such as SMEs and high-growth sectors with the highest potential to employ Bahrainis and occupations with the highest demand

## Measures of Success



Enhanced Growth Readiness in Enterprises



Bahrainization in occupations with Highest Gaps



New jobs Created in the Private Sector



Revenue Increase in Supported SMEs in focus sectors



Employment & Retention of Bahrainis in the Private Sector



Employment or Career Advancement Post Training Support



# Strategic Priorities and New Program Pillars

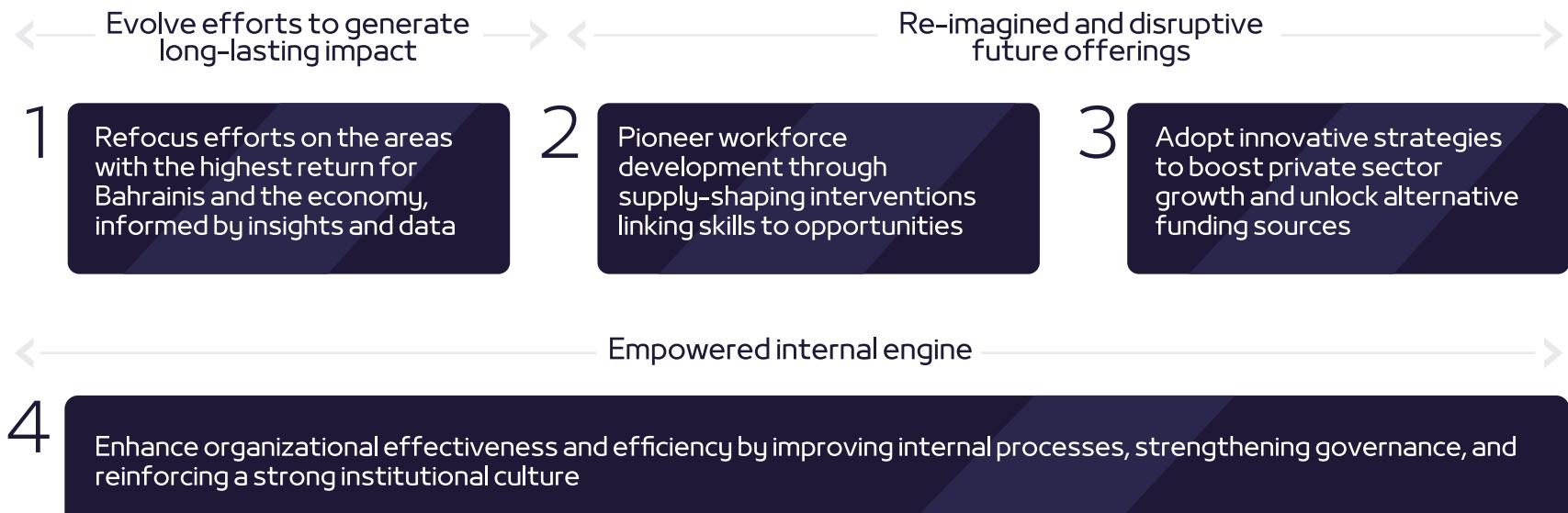
## Tamkeen's 2026–2030 Strategy

### Strategic Priorities for 2026–2030

As Tamkeen embarks on its next chapter, it will **focus on four strategic priorities** that collectively shape the organization's direction for the coming years. The first priority centers on evolving Tamkeen's offerings to generate long-lasting, high-value impact by concentrating efforts on the areas that deliver the highest return for Bahrainis and the economy. This will be the organization's primary area of focus, with the greatest share of effort and resources dedicated to it.

In parallel, Tamkeen will re-imagine its future offerings through two priorities. The first focuses on pioneering supply-shaping workforce interventions that connect skills to opportunities, by preparing Bahrainis with the skills employers need and ensuring those skills can lead to real job opportunities. The second centers on adopting innovative strategies that accelerate private-sector growth and unlock new pathways for sustainable funding.

Achieving this ambition will require an empowered internal engine, anchored in strong governance, agile processes, and a strong institutional culture.



### Tamkeen New Program Pillars

#### Upskill and Mobilize Bahraini Manpower for the Jobs of the Future



#### Stimulate Employment Demand by Enabling Enterprise Growth Across Stages





# Supply-Demand Model for the Labor Market

## Tamkeen's 2026–2030 Strategy

To guide Tamkeen's future priorities and initiatives based on robust evidence and data, a **labor market supply-demand model was developed** to forecast future employment trends in the private sector and identify key areas of focus for Tamkeen.

The model represents a **significant milestone for Tamkeen**, as it is the first time such a forecasting tool is used to shape programs and drive forward-looking decision-making, an approach commonly adopted in international best practices.

The model's outputs will play a central role in **Tamkeen's ability to increase focus on interventions with the greatest opportunity and need** within the private sector.



### From Insights to Impact: Applying the Supply-Demand Model

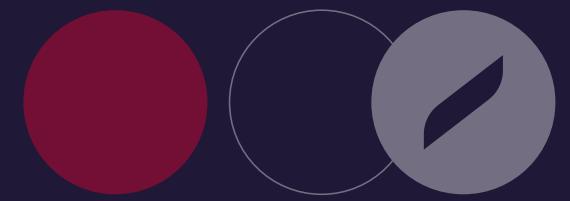
Support data-driven organizational and program decisions

Inform annually updated priorities based on areas of highest impact

Provide targeted support for supply-shaping interventions including reskilling Bahrainis where needed and creating clear career pathways toward in-demand opportunities

Focus on occupations with the highest demand in the private sector through targeted skilling and specific employment tracks

Support upskilling to enable career progression by helping Bahrainis gain advanced skills and qualifications that open pathways to higher-value roles



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# Setting the Scene for 2026





# 2026 Strategic Priorities

## Setting the Scene for 2026

Tamkeen's focus for 2026 will be on improving its programs portfolio to deliver higher impact through the six new pillars, with efforts concentrated on areas that generate the greatest value for Bahrainis and the economy.

Refocus efforts on the areas with the highest return for Bahrainis and the economy, informed by insights and data, through

### Tamkeen New Program Pillars

1

Manpower  
Upskilling and  
Development

2

Access to Talent  
Enablement

3

Employment and  
Progression  
Incentive Program

4

Launch and  
Validation

5

SME Growth and  
Expansion

6

Business Model  
Reinvention



Directing efforts toward achieving economic impact linked to Key Performance Indicators (KPIs).



Focusing on priority national sectors and the fastest-growing sectors.



Focusing on Small and Medium Enterprises (SMEs).



Launching specialized tracks for specializations that provide new employment opportunities in the labor market.



Introducing advisory support to facilitate the growth of enterprises.



## 2026 Priority Areas

### Setting the Scene for 2026

In alignment with Tamkeen's 2026–2030 Strategy, which emphasizes **directing efforts toward areas of highest impact and potential**, priority focus areas for 2026 have been identified based on robust evidence and market data. These priorities are defined across selected sectors and key occupations and aim to ensure that Tamkeen's support is concentrated where it can generate the greatest economic return.

### 2026 Priority Sectors

In 2026, Tamkeen will focus its efforts on **nine priority economic sectors** identified through alignment with national priorities and historical sectoral GDP growth. These sectors represent the strongest potential for sustainable economic growth, job creation for Bahrainis, and value-added contribution to the economy.

While support related to employment, employee skills development, and advisory services will be accessible to enterprises across all sectors, **enterprises operating within the nine priority sectors will receive more targeted support**.

### 2026 National Priority Sectors

 1 | Information and Communications Technology

 2 | Transportation and Storage

 3 | Financial and Insurance Activities

 4 | Tourism

 5 | Professional, Scientific, and Technical Activities

### 2026 Predicted Fastest Growing Sectors

 6 | Administrative and Support Service Activities

 7 | Education

 8 | Human Health and Social Activities

 9 | Manufacturing

### 2026 Workforce Focus Areas

Based on insights from the supply-demand model, Tamkeen will focus on several occupation groups in 2026 to ensure strong alignment with labor market needs. These occupations represent the highest areas of demand in the private sector while considering job value, enabling Bahrainis to secure meaningful and sustainable employment.

**Use data to identify occupation opportunities**

**Focus on occupations with proven market demand**

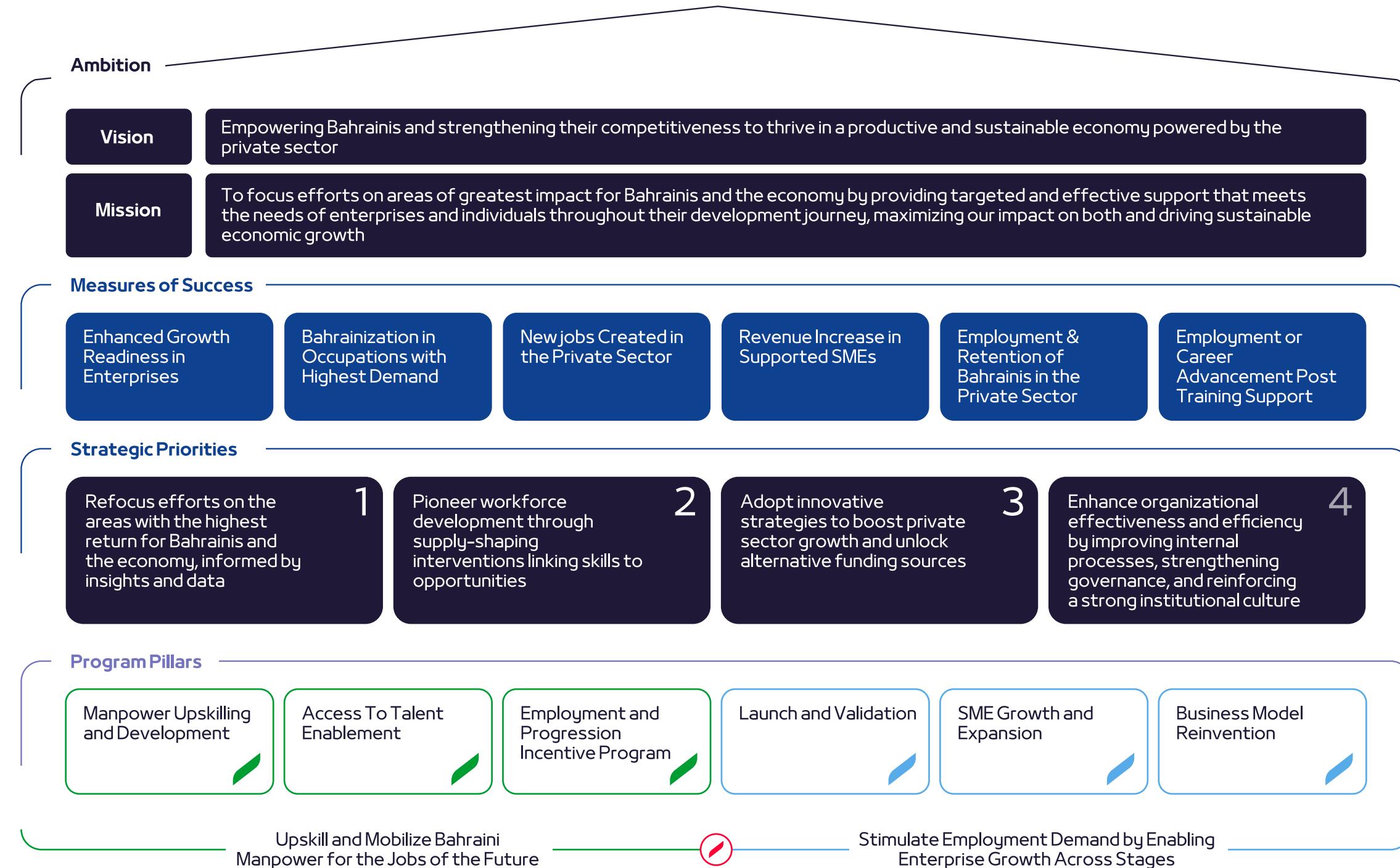
**Provide clear opportunities for Bahrainis to secure meaningful and sustainable employment**

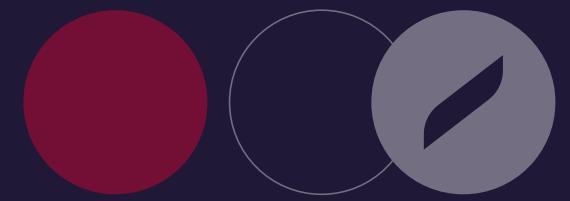
**Work with the private sector to equip Bahrainis with the skills needed for high-demand roles**



# Our Strategic House

## Setting the Scene for 2026





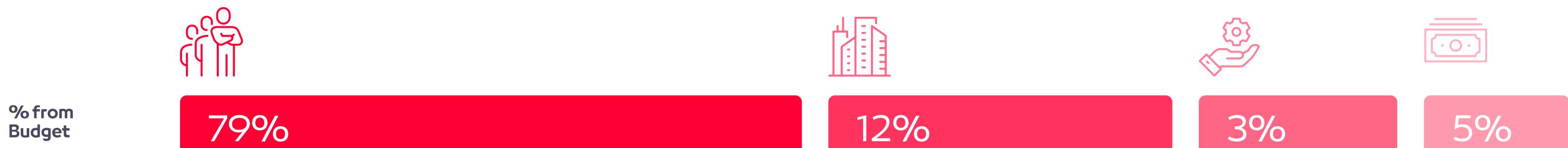
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# Financial Overview



# 2026 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 2026. The following outlines the breakdown of Tamkeen's budget and commitments towards programs support and ecosystem development.



2026 Main Budget Categories for New Intake



■ Tamkeen Projects

■ Contributions to the Unemployment Fund

■ Ecosystem Development

■ Loans and Financial Obligations

