



The Annual Report
of Human Resources
Development Fund

2022



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



The KSA continues to exert efforts for providing job opportunities to” male and female nationals and reduce the unemployment rate. We have already taken major steps for developing human capabilities and “qualifying Saudi male and female youth for the labor market

The Custodian of Two Holy Mosques
King Salman bin Abdulaziz Al Saud
May Allah protect him



“The Saudi citizen is the most important asset that the Kingdom has for success. The Saudi citizen plays a vital role in the comprehensive and sustainable economic development, and contributes directly to making achievements and moving forward in various promising fields and sectors.”

His Royal Highness
Prince Mohammed bin Salman bin Abdulaziz Al Saud
Crown Prince and Prime Minister
May Allah protect him

01

The Preliminary Section





1/1 Introduction

«I would like to express many thanks and appreciation in my name and on behalf of my colleagues, the Board Members of HRDF to the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud and HRH Prince Mohammed bin Salman bin Abdulaziz Al Saud, Crown Prince and Prime Minister - May Allah protect them - as the Saudi economy has achieved high growth rates during 2022, where our country could stabilize unemployment rates at 9.9% during the third quarter of 2022 - thanks to Allah - and then due to its effective economic policy, in line with the plans targeting the percentage of 7% by 2030.

In his speech during the third year of the eighth session of the Shura Council, the Custodian of the Two Holy Mosques emphasized the importance of providing nationals with job opportunities, and increasing national cadres' participation in the labor market, which requires human resources system in cooperation with partners and relevant bodies for many consolidated and integrated efforts, the promotion of mutual work for developing the relationship with the labor market's parties, and the contribution to providing more job opportunities to nationals.

The programs and initiatives of the human resources system targeted developing new and promising sectors, particularly the non-profit sector to meet its needs for specialized talents, facilitate the work environment, encourage male and female entrepreneurs, enhance the competitiveness of national capabilities locally and globally, developing basic skills and anticipating future jobs in a manner that satisfies the needs and ambitions of all society members.

Believing in the role of women's power in our country, the human resources system has given great attention and care to the Saudi woman, enabling her to play the role thereof in development and building, through developing women's capabilities and promoting their role in social, economic, and other fields to provide them with leadership and responsibility in government and private bodies, and international organizations.

I find it a suitable opportunity to emphasize the importance of continuing to expand the programs and services that will develop the skills and capabilities of the national force, which is the role assigned to HRDF for raising the participation ratios of male and female nationals in various economic professions and activities, in constructive collaboration and engagement with the private sector. Furthermore, the system of human resources and social development seeks to achieve a competitive advantage for the national force, develop the Saudi labor market environment, and raise its efficiency to keep pace with global labor markets in terms of the attraction of talents and investment of all opportunities to empower national cadres.

In conclusion, I ask Allah to bless our efforts and grant us success in achieving the aspirations of our wise leadership – May Allah protect it - as well as male and female nationals».

The Minister of Human Resources and Social Development
Chairman of Human Resources Development Fund

Eng. Ahmed bin Sulaiman Al-Rajhi

2/1 Definitions

The following terms shall, wherever mentioned in the Guide or Annexes thereto, have the meanings ascribed thereto, unless the context otherwise requires:

Term	Definition
Report	The Annual Report of HRDF, to be prepared based on the Manual of the National Center for Performance Management (Adaa), in the enforcement of Article No. (29) of the Law of the Council of Ministers.
Performance	The extent to which the HRDF could achieve strategic objectives thereof and implement work and responsibilities entrusted thereto during the reporting period.
Programs	A set of inter-connected initiatives, projects, and activities with the same nature for making a transition at the organization or for achieving a strategic objective.
Strategic Orientation	Major and comprehensive plans that are usually long-term to verify that the HRDF's key objectives have been achieved, and they are their key message.
Initiative	A set of activities that have a start date, and end date, which require resources for achievement and aim to achieve strategic objectives and bridge the current performance gap, and normally organization activities are not to be included.
Opportunities	Expected opportunities that could positively affect the HRDF's short, medium, and long-term objectives.
Targets	Performance indicator-related quantitative value representing the result to be achieved at a particular time for meeting the strategic objective.
Project	An activity for which certain resources are utilized for getting estimated benefits during a particular period.
Strategic Goal	A measurable and observable final result by performing certain tasks within a long-term period.
Outputs	Direct results of initiatives and projects in the form of achievements, commercial capabilities or services.
KPI	An indicator that helps the organization to identify and measure its performance against its goals.
Fund	Human resources development fund



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4/1 Executive Summary

The HRDF could make many achievements and results during 2022, where the Fund contributed to supporting the employment of about 400k beneficiaries, working in the private sector, including about 217k Saudi females across the Kingdom, at an employment sustainability percentage of 42%. Additionally, the Fund succeeded in reducing the average time needed for employment (for those who have been employed) to become 59 days instead of 95 days in 2021, besides reducing the expenditure rate for each employed beneficiary amounting to SAR 16,000. We also could reach nearly about 1,500,000 beneficiaries of HRDF services, exceeding our annual target of 2022. The expenditures of support programs directed towards guidance, training, and empowerment reached about SAR 5.65 billion.

Thanks to its programs during 2022, the HRDF could support about 138k facilities directly and indirectly, operating in all vital sectors in the Kingdom including retailing, tourism, industry, education, health, and other sectors. The Fund services also focused on serving SMEs that represent 81% of the total contribution to employment via the Fund programs.

Underlining the importance of the success partners' role, the HRDF executed 24 cooperation agreements and memoranda with both public and private sectors with a view to promoting the training and employment of national cadres. Moreover, the Fund contributed to developing proficiencies and skills of national cadres and enabling the same to keep pace with changing requirements of the labor market through supporting training costs to nearly 12k beneficiaries and providing a training content to more than 320k beneficiaries via e-training. The number of employers covered in the on-the-job training program exceeded 10k employers, and the number of beneficiaries exceeded 48k.

Successes of Fund Programs continued to support beneficiaries to enter the labor market and provide suitable job opportunities for them, where the number of beneficiaries from the Career Guidance program reached 337k beneficiaries in 2022. The number of beneficiaries from the Job Alignment Program reached 609k. The Empowerment Program also contributed to supporting 128k beneficiaries of the neediest groups to enter the labor market in 2022. Besides such achievements, HRDF could shift the focus of the support budget from the Unemployment Financial Assistance Program, which was constituting (85%) of the program's total expenditures in 2019, to constitute only (10%) of the support total expenditures for programs in 2022, while (90%) of the current support expenditures are directed towards promoting the level of skills and qualification and enabling the sustainability of employment.

In 2022, the Fund also achieved excellent results in terms of the satisfaction of beneficiaries of individuals, where the result became (91%) with a leap of (9%) compared to the achieved result in 2021 of (82%). Moreover, the Fund achieved a quantum leap in terms of employers' satisfaction,

where in 2022 the percentage of employers' satisfaction reached (87%) i.e., with a difference of (18%) from the result achieved in 2021 of (69%) as shown in the chart below. In 2022, the National Development Fund approved the strategy of HRDF through which the Fund was keen to keep pace with the continuous changes in the labor market, by cooperating and partnering with stakeholders and partners including employers in the private sector to achieve our strategy objectives in supporting the development of national human resources in line with the labor market's needs. To achieve alignment between the supply and demand of the workforce, enabling sustainable employment for all beneficiaries and making a quantum leap in terms of services being provided to beneficiaries, 22 initiatives have been launched from this strategy, which contributes to achieving the Fund objectives, including an initiative for re-designing previous programs to become eight concentrated programs including various products and services based on the best and latest global practices in the respective field, focusing on the principle of (Beneficiary First), namely male and female nationals via the private sector.

In order to keep pace with the technological development in the Kingdom, HRDF has adopted the digital transformation strategy that contributes to facilitating the beneficiary journey for getting and interacting with such services, besides establishing a data management office that contributes to enabling decision makers to quickly and comprehensively access data in a manner that supports accuracy and speediness for making decisions related to the labor market and changes thereto. The strategy was put into action in 2022. As a result, the HRDF's 10th indicator for measuring the digital transformation of government bodies has risen from 46% in the previous year to 84.5%, where the HRDF achieved the 41st position out of 217 participating government bodies. The HRDF also succeeded in launching the 1st version of the Unified National Employment Platform 'Jadarat' for connecting male and female job seekers and the available job opportunities in both the public and private sectors. In 2022, the HRDF focused on establishing and activating strategic partnerships, where the Fund executed 24 cooperation agreements and memoranda with both the public and private sectors with a view to promoting the training and employment of national cadres, which contributed to the training and employment of more than 15k beneficiaries, besides establishing partnerships with the programs of Saudi Vision 2030.

In addition, the role of the National Labor Observatory for Strategic Work has been re-positioned and transformed into a reliable source of all data related to the labor market and visions of the labor market system. Since 2022, a package of the most prominent reports on the labor market has been launched. In order to enhance the partnership with the relevant system entities, integrated sectoral strategies have been identified and executed in cooperation with respective partners. The integration with government bodies is being activated, where the technological link with all concerned bodies has been activated. Additionally, many marketing campaigns have been made for accessing 700k facilities of the private sector.

01

Detailed Report



1/2 Introduction

• About the Objectives of HRDF



The HRDF was established pursuant to the Council of Ministers Resolution No. (107), dated 29/04/1421 AH (31/07/2000 AD) to support the efforts of qualification of the national workforce, besides the employment of the same in the private sector. For achieving its objectives, the Fund shall do the following:

1. Provide subsidies for qualifying, training, and employing the national workforce in the private sector.
2. Contribute to the costs of qualifying and training the national workforce for private sector jobs. The HRDF Board shall determine the percentage of the said participation, and the remaining percentage shall be paid by the employer benefiting from the trainee's qualification.
3. Incur a percentage of the salary of those employed in the private sector facilities after qualification and training, as well as those who are employed in these facilities in coordination with the HRDF. The employer shall pay the remaining percentage of the salary, where the Fund shall incur the percentage thereof for no more than two (2) years. Moreover, the Board shall set the necessary conditions for disbursement.
4. Support the financing of field programs, projects, plans, and studies, aiming to employ Saudis and replace them with expatriate workers.
5. Provide loans to facilities of private national workforce qualification and training in the Kingdom, and to existing facilities for expanding their activities or introducing new methods.
6. Conduct research studies associated with the Fund's activities in the field of qualifying, training, and employing the national workforce, and providing technical and administrative guidance to national workforce qualification and training facilities.

The HRDF is also linked regularly to the National Development Fund that was established pursuant to Royal Order No. (A/13) dated 13 Muharram, 1439 AH, corresponding to 04/10/2017 AD, has an independent legal personality, and financial and administrative independence, and is organizationally linked to the Prime Minister. The National Development Fund aims to improve the performance of associated developmental banks and funds to achieve the desired goals thereof and serve the priorities of development and economic needs in light of targets and the basis of Saudi Vision 2030.



• Purpose and Importance of the Report

The Annual Report of HRDF provides a comprehensive view of the substantial role that the Fund plays to contribute to developing the human capital in the Kingdom of Saudi Arabia, by highlighting the Fund’s strategic objectives and initiatives, and the most prominent tasks, programs, and services that the Fund provides to beneficiaries in the private sector.

This Report has been prepared in implementation of the Second Paragraph of Article No. (29) of the Council of Ministers Law issued by Royal Order No. (A/13) of 1414 AH.

• Methodology

The Report has been prepared in accordance with the methodology of the National Center for Performance Management (Aadaa) “The Guide of Preparing Annual Reports for Public Agencies” based on Royal Order No. (22364), dated 13/05/1438 AH (10/02/2017 AD).

• A list of the Report Parts and Annexes there-to (if any).

The Report contains the following chapters:

- The Strategic Orientation of the HRDF
- KPIs of HRDF
- The Most Prominent Work and Achievements during 2022
- Opportunities and Success Factors
- Internal and External Challenges faced by the HRDF

2/2 Strategic Orientation

Vision

Build up a sustainable national workforce in the Kingdom of Saudi Arabia

Mission

The HRDF works on focusing efforts to raise the skills of national human cadres and provide them with knowledge and qualification and align them with the needs of the labor market and job, while adopting an approach that places the achieved results for the beneficiary as a focus on designing and providing work and services. Further, the Fund seeks to upgrade the human resources ecosystem in the Kingdom of Saudi Arabia by employing visions, drawing the future directions of the labor market, and providing services to beneficiaries as part of a focused package of programs that take into account the needs of the beneficiary and meet his requirements.

Values

01
Transparency

02
Focusing on Results

03
Speed of Accomplishment

04
Team Spirit

05
Focusing on the Customer

06
Excellence

- **An overview of the Fund's Strategic Plan, highlighting the elements of the current annual plan, the subject of the report, and the relationship thereof with the strategic plan of the public agency.**

Based on the directives and aspirations of our wise leadership for developing human resources in the Kingdom of Saudi Arabia, the HRDF worked on its new strategy as well as the developmental initiatives thereof that are built on the Fund tasks and responsibilities implemented by the Fund and respond to strategic challenges incorporated in the labor market strategy, and keep pace with the National Development Fund directions, Saudi Vision 2030, in addition to executive programs emanating therefrom, which focus on increasing employment rates of Saudis, developing the private sector particularly SMEs, and contributing to improving the productivity of Saudi economy. In addition, the Fund works on establishing active and sustainable strategic partnerships with all economic sectors in the Kingdom.

The journey of developing and updating the strategy of HRDF has been initiated based on the analyses of labor market directions, changes in its environment and the beneficiaries' behaviors, besides employing benchmarks of the best practices in this regard at both regional and global levels. The current challenges of the labor market have been revised, taking into account the continuous efforts being exerted by the concerned bodies in the ecosystem for facing such challenges.

The HRDF has begun activating the Fund's new strategy and put it into effect. In 2022, the Fund began to work on activating the governance of the Fund strategy, and starting to launch projects related to strategic projects, besides the activation of strategic and operational performance indicators of the Fund and its sectors.

By enforcing its strategy, the HRDF seeks to address the current gap and ensure a sustainable impact by supporting the development of national human capital in the Kingdom, in line with the changing needs of the labor market. The HRDF focuses on target groups by increasing the employment rates of women in the private sector in Saudi Arabia.

The role of the HRDF within the human resources ecosystem in the Kingdom is represented in molding and shaping the supply within the labor market, where the Fund represents a lever for alignment between supply and demand, and enables/bridges the gap in line with the market needs through the response of programs and services provided thereby.



Objectives of HRDF:

- Support the development of human capital in the Kingdom that is commensurate with the market needs.
- Work to improve the alignment of workforce supply and demand.
- Enable the sustainability of employment in the private sector for high-risk beneficiary groups.

The Fund works in a coordinated and participatory manner with the Private Sector to achieve strategic goals and objectives, and thus achieve the desired impact. Accordingly, efforts have been made to identify strategic enablers based on the nature and needs of each sector, as well as to prioritize efforts across various sectors in the Kingdom to ensure their alignment with national priorities, including the requirements of Saudi Vision 2030 and executive programs emanating therefrom like the Human Capacity Development Program and the National Transformation Program.

The HRDF has started to activate the classification of sectors, according to a set of significant standards represented in:

The sector attractiveness (e.g., growth rate / job creation)

Gaps at the level of Saudization

Productivity Rates

The HRDF has classified sectors planned to work within a participatory manner to identify the workforce needs and plans. Such sectors include tourism and entertainment, retailing, healthcare and ICT, as these sectors show expected increased growth, sectoral momentum, and gaps at the level of Saudization, and we expect them to contribute to the majority of new job creation.

The HRDF also plans to proactively extend to some sectors and design tailored interventions/programs based on their key needs, such as real estate, renewable energy sources, manufacturing, logistics and mining/quarries sectors.

On the other hand, the HRDF focuses on sectors that will be interactively handled and supported as needed, for example, sectors of building, financing, and insurance.



The Fund's Strategic Pillars:

- 1
- Prosperous Labor Market
- 2
- Institutional Excellence
- 3
- Effective Partnerships

The Fund's Strategic Objectives:



Prosperous Labor Market



- 1- Adopt preventive and interactive programs enabled by transformed beneficiary experience
- 2- Proactively respond to the labor market through behavioral interventions and lobbying for policies
- 3- Develop as an intellectual leader in the field of labor market insights

Institutional Excellence



- 4- Build a performance management and impact-led culture
- 5- Develop an effective and efficient organization that helps achieve the Fund objectives
- 6- Align the Fund budget with creating impact and activating alternative financing sources

Effective Partnerships



- 7- Promote partnerships with relevant entities of the ecosystem
- 8- Transform and raise the level of trademark and the mental image of the Fund

- 9- Develop a digitally-enabled fund



The Fund Strategic Map



Three strategic pillars have been relied upon for designing the HRDF, for its contribution to the prosperous labor market, consolidation of institutional excellence in all procedures, and processes, and focusing on concluding and activating strategic partnerships with other entities in the national human resources ecosystem.

A strategic roadmap has been developed to identify and guide a clear course for the implementation of the strategy over the next three years

Strategic Map of the HRDF

Vision: Build up a sustainable national workforce in the Kingdom of Saudi Arabia

Mission: The HRDF works on focusing efforts to raise the skills of national human cadres and provide them with knowledge and qualification and align them with the needs of the labor market and jobs while adopting an approach that places the achieved results for the beneficiary as a focus in designing and providing work and services. Further, the Fund seeks to upgrade the human resources ecosystem in the Kingdom of Saudi Arabia by employing visions, drawing the future directions of the labor market, and providing services to beneficiaries as part of a focused package of programs that take into account the needs of the beneficiary and meet his requirements.

Fund Objectives

Support the development of human capital in the Kingdom commensurate with the market needs.

Improved alignment of workforce supply and demand

Enable the sustainability of employment in the private sector for high-risk beneficiary groups

Prosperous Labor Market

- 1. Adopt preventive and interactive programs enabled by transformed beneficiary experience
- 2. Proactively respond to the labor market through behavioral interventions and lobbying for policies
- 3. Develop as an intellectual leader in the field of labor market insights

Institutional Excellence

- 4. Build a performance management and impact-led culture
- 5. Develop an effective and efficient organization that helps achieve the Fund objectives
- 6. Align the Fund budget with creating impact and activating alternative financing sources

Effective Partnerships

- 7. Promote partnerships with relevant entities of the ecosystem
- 8. Transform and raise the level of trademark and the mental image of the Fund



- 9. Develop a digitally-enabled fund



Strategy Implementation Initiatives:

The HRDF has identified 22 important initiatives for enforcing the strategy that will support the Fund’s journey to achieve the desired results.

<p>Objective 1</p> <p>Adopt preventive and interactive programs enabled by transformed beneficiary experience</p> <p>1.1 Redesign programs to meet the labor market’s challenges</p> <p>1.2 Activate the redesigned programs</p> <p>1.3 Re-design integrated beneficiary journeys and launch them to enable a transformative experience</p>	<p>Objective 2</p> <p>Proactively respond to the labor market through behavioral interventions and lobbying for policies</p> <p>2.1 Build up a behavioral impact unit to benefit from behavioral sciences in addressing the labor market’s challenges</p> <p>2.2 Develop a value proposition to gain policy endorsement to influence supply-related subjects</p>	<p>Objective 3</p> <p>Develop as an intellectual leader in the field of labor market insights</p> <p>3.1 Promote the capabilities of the National Labor Observatory to be an intellectual leader in the labor market insights</p>	<p>Objective 4</p> <p>Build a performance management and impact-led culture</p> <p>4.1 Develop and activate KPIs at the level of strategies and programs</p> <p>4.2 Apply KPIs to all personnel of the Fund to ensure alignment</p>	<p>Objective 5</p> <p>Develop an effective and efficient organization that helps achieve the Fund objectives</p> <p>5.1 Develop the Fund Human Capital to upgrade its talents and capabilities</p> <p>5.2 Update the processes and procedures of the HRDF</p> <p>5.3 Develop the outsourcing model for improving the Fund operating model</p>	<p>Objective 6</p> <p>Align the Fund budget to focus on the impact and activate alternative financing sources</p> <p>6.1 Rationalize current overheads and re-align the budget for the next three years</p> <p>6.2 Identify and activate potential sources of alternative financing</p> <p>6.3 Develop the strategy of subsidiaries of the HRDF to ensure alignment with the strategy.</p>
			<p>Objective 7</p> <p>Promote partnerships with relevant entities of the ecosystem</p> <p>7.1 Identify and execute integrated sectoral strategies in cooperation with relevant partners</p> <p>7.2 Prepare and activate targeted interventions for the benefit of the most vulnerable beneficiaries</p>	<p>Objective 8</p> <p>Transform and raise the level of trademark and the mental image of the Fund</p> <p>8.1 Design and execute the change management strategy and renew the organizational culture</p> <p>8.2 Launch the Fund external communication plan to raise awareness among stakeholders</p>	<p>Objective 9</p> <p>Develop a digitally-enabled fund</p> <p>9.1 Develop an exceptional beneficiary experience</p> <p>9.2 Enable data-based decision-making</p> <p>9.3 Build up a flexible and responsive organization</p> <p>9.4 Develop the capabilities of the Fund data analysis</p>



In 2022, the HRDF completed the process of re-designing programs it provides to beneficiaries. Activities and work have started on implementing the updated and developed programs for the HRDF in terms of the development of policies that regulate work and services provided to various groups of beneficiaries, and the technical contents of these programs, besides the development of internal processes through employing and applying the latest technologies, and the digital transformation of their execution, such as:

1. Income Support Program:

The Program works to support researchers and job seekers in the private sector, where the HRDF shall incur a percentage of the employee wage. The Program supports all full-time functions in the private sector. The Program provides additional support to employment in regions and cities with the lowest job opportunities. It also includes supporting self-employers in the Self-Employment Program. Ultimately, the Program aims to support the stability of the personnel in the private sector and self-employment through incurring part of the income. The Program benefits nationals seeking jobs, employers, and self-employed individuals.

2. Training Support Program:

The support of training costs for qualifying nationals within target groups work activities keep abreast of the changes in the labor market, focusing on supporting specialized training fields, and support professional licenses & certificates and leadership training programs with the aim of providing job seekers and employees of the private sector with the skills that enable them to grow professionally, get career stability, and find job opportunities to match their aspirations. Saudi nationals, including job seekers, employers, and private sector employees benefit from the Program.

3. On-the-Job Training Program:

The Program provides a training program for male and female Saudi graduates of local and international universities for diplomas and higher degrees, in addition to providing students with vocational experience during education and in the cooperative training program. The Program is also aimed at supporting vocational male and female students of high schools and lower degrees and providing national students and job seekers with professional vocational experience to improve their employability and professional skills.

4. Empowerment Program:

The Program works to support the neediest employees to ensure their career stability through direct and indirect support. It also provides cash subsidies to target groups, for instance, providing childcare support and transportation services for reaching their workplaces. The Program aims to fill the gap in accessing support for needy groups through financial and non-financial interventions that aim to increase stability and sustainability. The Program benefits all working women in the private sector of low-income individuals, people with special needs and inhabitants of remote areas.

5. Job Alignment Program:

The Program works on maintaining alignment among job seekers, whether via physical channels of HRDF or the Fund's electronic platform. This is done by introducing job seekers to employers. The Program also provides the opportunity for providing and exchanging employment and training services effectively and efficiently to increase the stability and development of the national workforce. Saudi job seekers and employers also benefit from this Program.

6. The Career Guidance Program:

The Program seeks to enable all Saudis to make better educational and job choices through developing an integrated ecosystem of Career Guidance services for students, job seekers, and employees to form a comprehensive picture of the labor market and proactive intervention to contribute to minimizing the mismatch between supply and demand in the labor market through helping them recognize their academic and professional tendencies and preparing them for joining their field of interest to contribute to achieving the professional and academic harmony. All Saudis of all age groups including students at different educational levels, job seekers, and employees benefit from this Program.

7. E-Training Program:

The Program works to develop the knowledge and skills of national cadres in accordance with the needs of the labor market through e-training by providing dedicated or general training content according to the latest global methods. The Program aims to provide an easy-to-use platform specifically designed to enhance the basic skills for developing human capital and provide beneficiaries with the necessary knowledge to enter and remain in the labor market. The Program benefits all nationals, with a focus on priority segments (employees who have newly joined the labor market, females who have not worked before, the inhabitants of remote areas, and persons with special needs.)

8. Unemployment Financial Assistance Program:

The Program works to provide a subsidy for serious jobseekers for a period of (15) months starting with a sum of (SAR 2,000), in addition to enabling them to access a set of training and employment services to help them get jobs. The Program targets jobseekers joining the labor market during the first two years after the completion of education or training and those left the labor market for more than 2 years. The Program benefits all nationals, within the age group that ranges from 20 to 40.

Objectives at the Level of the Kingdom's Current Vision or Future Visions:



Human Capability Development Program:

The HRDF contributes to achieving the strategic objectives of the Human Capabilities Development Program, where many strategic initiatives have been assigned to the Fund for implementing the same in a manner that contributes to achieving the following strategic objectives:

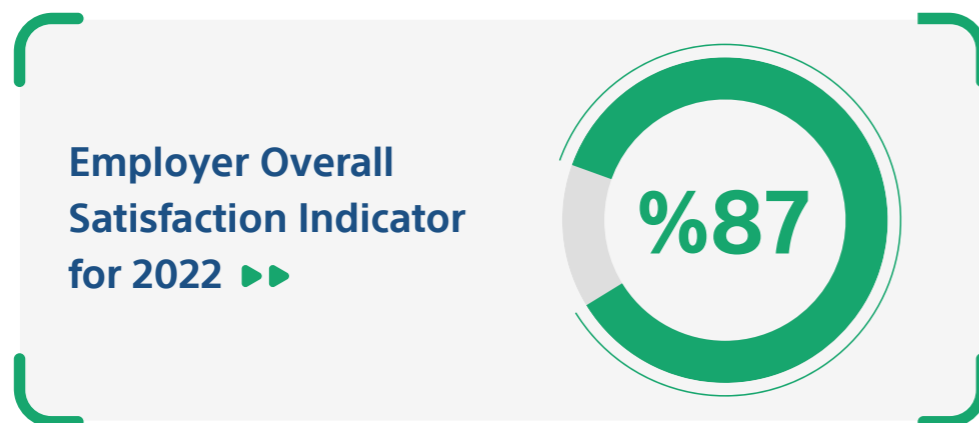
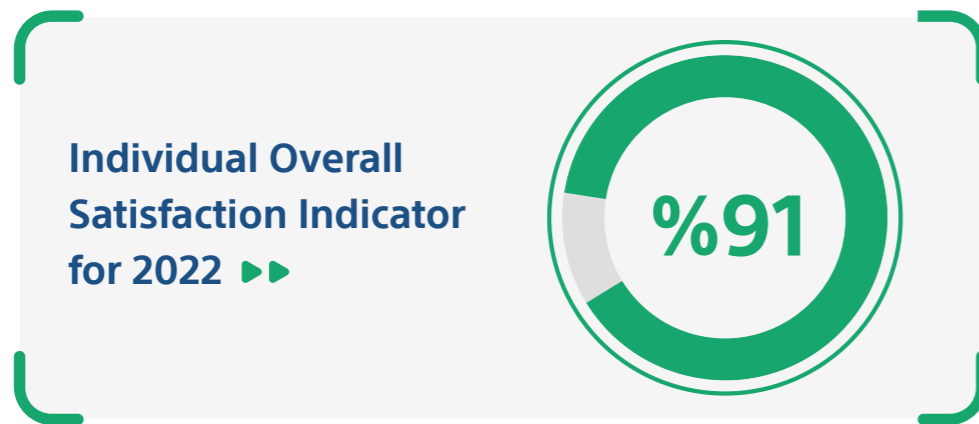
- Build an integrated learning journey (e.g., clear & comprehensive paths and multi-level alignment)
- Ensure alignment between learning outputs and the labor market needs
- Promote the values of determination and perseverance
- Improve young people's readiness to enter the labor market.



4. The Beneficiaries' Satisfaction with Services Provided by the HRDF

For measuring the levels of beneficiaries' satisfaction with its services, the Fund adopted the Methodology of the National Center for Performance Management (Adaa) (CSAT), where the Fund offers services to individuals and employers.

In 2022, the Fund achieved excellent results in terms of the beneficiaries' satisfaction as a result of the development and improvement at the level of the provided services, arising from facilitating, developing, and streamlining procedures, introducing and employing modern technologies, and developing the supporting systems and services of the Fund programs, as the result achieved reached (91%) with a leap of (9%) compared to the achieved result in 2021 estimated by (82%). The Fund also achieved a qualitative leap in the results of employer satisfaction, as the percentage of employer satisfaction in 2022 reached (87%), with a difference of (18%) from the result achieved in 2021 estimated by (69%) as shown in the chart below.



Second: Work and Achievements of the HRDF in 2022

Executive Summary of HRDF Highlights

Prosperous Labor Market

Strategy of HRDF

- The National Development Fund adopts the new strategy of the HRDF 2023/ 2025, including targets, budgets, and strategic initiatives and projects.
- Accept and approve the strategy of the Fund operating model.
- Accept and approve the strategy of the Fund subsidiaries.

The National Labor Observatory

- Finalize the strategy of the National Labor Observatory and initiate issuing and implementing the most prominent reports of the labor market.

Digital Transformation

- Launch the 1st version of the Unified National Employment Platform 'Jadarat'.

HRDF Programs and Business Transformation

- Finalize documents of business analysis requirements for the Fund's re-designed programs, and initiate the activation of their technological applications.
- The HRDF succeeded in shifting the focus of support budget from the Unemployment Financial Assistance Program, which was constituting (85%) of the program's total budget in 2019 to constitute only (10%) of the support total budget for the programs in 2022, meanwhile, (90%) of the current support budget is directed to promoting the level of skills, qualification, and the employment sustainability.
- The HRDF contributed to the employment of 400k beneficiaries in 2022.

Saudi Vision 2030

- Finalize the execution of two initiatives out of (7) initiatives as part of the labor market strategy.

Institutional Excellence

Digital Transformation

- Acknowledge and approve the Digital Transformation Strategy
- Make a great leap in measuring the 10th digital transformation of government bodies, occupying the position of (41) out of (217) participating government bodies with a result of (84.5%).
- Develop the mechanisms for the implementation of business and services provided by its sectors, starting with digitizing and automating financial services & processes, budget planning, digitizing the procurements and contracts systems, and digitizing human capital processes.

HRDF Programs and Business Transformation

- The Fund obtains the "Excellent" degree in the report of the National Center for Performance Management (Adaa) to assess the beneficiary experience "for the journey of receiving job support for 2022".

Data Management

- The HRDF established the Data Management Office in response to the orders issued in this regard, where the Office prepares and develops data policies, procedures, frameworks, and governance, in addition to addressing and managing the Fund data.

Process Improvement

- Reduce the duration of tenders until awarding on the Etimad Platform compared to 2021, where the average duration in 2022 was (98) days, compared to (162) days in 2021.
- The HRDF is awarded quality certificates including ISO 10001 – 10002 -10003 - 10004.
- Promote the efficiency of the implementation of business provided by the sectors of HRDF, where a total of (236) work actions have been made at the level of the Fund, (24) approved policies have been documented, and (24) process improvement procedures resulted in (42) improved procedures.

Governance, Compliance, and Risks

- Implement a set of strategic projects that contribute to raising the levels of operational efficiency, including the project to develop and prepare the power matrix and the project of risk and compliance methodology, establish the Business Continuity Department, and finalize the contract of Business Continuity Department methodology project, in addition to starting the implementation of the project of reviewing the governance for the Fund owned companies and subsidiaries.
- Address remarks monitored and listed by the Internal Audit Executive Department, where about 80% of these remarks have been processed.

Active Partnerships

HRDF Programs and Business Transformation

- The Fund signed (24) agreements and cooperation memoranda with both the public and the private sectors to promote the training and employment of national cadres through which (15,076) beneficiaries will be trained, and (1,954) beneficiaries will be employed.
- The HRDF works to expand the management of relations with the most prominent target sectors.
- Activate partnerships with offices of SaudiVision2030RealizationPrograms, through implementing phase (1) of the National Transformation Program, Pilgrim Experience Program, and the National Industrial Development and Logistics Program.

Digital Transformation

- Activate the integration with government bodies, where the technological connection has been activated. The most prominent bodies with which connection has been established include the Ministry of Education, the Ministry of Human Resources & Social Development, the Central Bank, GOSI, the Ministry of Transportation, the General Authority for Statistics, etc.

Marketing and Identity

- The strategy of corporate identity and the visual identity have been approved for the HRDF, the National Observatory, and the Unified National Employment Platform 'Jadarat'.
- The HRDF implemented (38) marketing campaigns to promote the Fund, its programs and services provided to beneficiaries.
- The HRDF held more than (100) meetings and workshops with private-sector companies to raise the level of skills and qualify national cadres to enable sustainable employment.
- The HRDF leaders participated in (8) local and international events to enhance the Fund's image as part of the human resources system.
- The HRDF implemented marketing campaigns through which (700,000) private-sector facilities were accessed.

The Fund Most Prominent Achievements, arranged by the Fund sectors:

Business Sector

The HRDF worked to adopt and launch a strategic and pivotal project represented in redesigning programs in 2021 to address key challenges that face programs of the HRDF. During 2022, the Fund started to activate the outputs of the redesign processes, which focused on determining the design of the business and starting the application processes for these amendments, in addition to working on the technical content of the programs in line with best practices in the Fund field of competence.



Career Alignment

Emphasis was made on the alignment of supply and demand in the labor market through the use of technical and non-technical means to achieve basic integration between all channels available at the Fund and improve the user experience within the main channels, which include:

- Physical channels (HRDF branches, "Taqat" Centers)
- Digital channels ("Taqat" Platform)

The Fund contributed to providing career alignment services for more than 609k beneficiaries in 2022.



Unemployment Financial Assistance

The focus of the Program was on employment rather than social care for the unemployed. The Program provides diminishing financial support starting from SAR 2,000 down to 750, while focusing on targeting serious jobseekers via one program and one product.

The Program contributed to providing unemployment financial assistance for more than 90k beneficiaries in 2022.



E-Training

Target all Saudis, taking into account the needs of particular segments when designing the platform, while focusing on significant content with unrestricted access to all target segments through the following products:

- Develop the content of the "Doroob" Platform to include (various general skills, functional awareness, and special skills)
- Support training for open access to the best global platforms
- Support tailored training

The year 2022 witnessed the growth of the e-training program, where the Fund contributed to providing e-training for more than 329k beneficiaries in 2022.



Career Counselling

Expansion for adding a varied group of career counselling programs, while providing services to all segments of society, focusing on priority groups and integration with other programs, including the following products and channels:

Remote Career Guidance - the Remote Career Guidance Project for the Fund programs - the Career Guidance Project for universities - the Career Guidance Project for schools - King Salman Oasis Project - Career Counselors Qualification Project - Career Tendency Scale Development Project.

The year 2022 witnessed enormous growth in the number of beneficiaries from the services of the Career Guidance Program. The Fund contributed to providing Career Guidance for more than 337k beneficiaries in 2022. Additionally, (783,104) beneficiaries benefited from the Subol Platform that provided Guidance services during 2022.



Income Support Program

Many of the previously provided programs have been merged to have one program that provides two comprehensive main products, namely, employment support and self-employment support, so that employers are motivated to attract and stabilize their employees while providing preferential support for jobs and priority sectors. The Program also includes support for self-employers, and expands the coverage of self-employment paths.

The Fund has witnessed outstanding results at the levels of the number of beneficiaries of the programs, as the Fund contributed to providing income support for more than 329k beneficiaries in 2022, along with 162k registered on the 910/th Platform.



Empowerment

The re-designation process included the integration of three existing programs into products and the expansion of the target group to include the population of suburbs. The Program includes (3) main products, namely:

- Childcare support for low-income mothers (Qurrah)
- Support for the transportation of low-income females and persons with special needs (Wusool)
- Support moving (from less developed areas to main areas)

As for the Empowerment Program, the Fund achieved a qualitative leap through its contribution to providing empowerment products to more than 128k beneficiaries in 2022.



On-the-Job Training

Expand the base of customers benefiting from the program to include categories of jobseekers, temporary workers, and students, within the following products:

- Products for Students: Programs of career experience, cooperative training
- Products for Jobseekers: Practical experience programs and apprenticeship programs
- Products for On-the-Job Employees: Apprenticeship

As for the On-the-Job Training Program, the Fund contributed to providing On-the-Job Training for more than 48k active beneficiaries in 2022.



Training Support

Transformation into a training program related to employment, based on the labor market needs, and integrated by providing (4) main products:

- Support the training of jobseekers
- Support employment-related job seeker training
- Support the personnel training
- Support the personnel training in partnership with employers

At the level of the Training Support Program, the Fund contributed to providing training support to more than 11k beneficiaries in 2022 through the Training Support Program as part of "HRDF Academy for Leadership" concerned with developing future leaders including the personnel of private-sector facilities in the Kingdom, the Fund contributed to supporting the training of more than (1,000) male and female graduates and more than (450) benefiting facilities.

- The table below illustrates the distribution of beneficiaries from the services of HRDF during 2022.

Targets	Active Beneficiaries	Programs
Income Support Program	329,450	276,979
Career Alignment Program	609,672	390,000
Empowerment Program	128,542	79,022
On-the-Job Training Program	48,842	37,208
Unemployment Financial Assistance Program	90,943	180,399
Career Guidance Program	337,327	52,908
Training Support Program	11,957	29,762
E-Training Program	329,574	261,525
Total including duplication *	1,886,307	-
Total excluding duplication	1,494,007	1,159,804

(*) Total beneficiaries from the Fund programs and services including those who received more than a service belonging to various programs, without removing duplication (for instance, a beneficiary who received services from Empowerment and Training Support will be counted twice).



• Sectoral Partnerships



Thanks to our partnership with the Saudi Commission for Health Specialties, we contributed to benefit

8,915

Among people employed by the Fund programs and services are

6,116

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the Ministry of Culture, we contributed to benefit

35

Among people employed by the Fund programs and services are

19

Beneficiaries linked with the Financial Employment Support Program




Thanks to our partnership with the General Authority for Survey and Geospatial Information, we contributed to benefit

180

Among people employed by the Fund programs and services are

157

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the General Authority of Civil Aviation, we contributed to benefit

1,924

Among people employed by the Fund programs and services are

1,444

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the Ministry of Communications, we contributed to benefit

12,167

Among people employed by the Fund programs and services are

8,351

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the Ministry of Transportation, we contributed to benefit

14,894

Among people employed by the Fund programs and services are

10,924

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the Ministry of Tourism, we contributed to benefit

42,964

Among people employed by the Fund programs and services are

27,609

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the General Entertainment Authority, we contributed to benefit

968

Among people employed by the Fund programs and services are

491

Beneficiaries linked with the Financial Employment Support Program



Thanks to our partnership with the Ministry of Industry and Mineral Resources, we contributed to benefit

25,042

Among people employed by the Fund programs and services are

17,523

Beneficiaries linked with the Financial Employment Support Program

◆ Partnerships with the Touristic Sector

2021 successes extended to include supporting the training of (456) male and female youths ending up with their employment in the Project, where they were supported by an amount of SAR (18) million to date. The Fund expanded its support for the Red Sea Project with the financial support of 80,100,000 to support (1,000) female trainees at its first phase in October 2022 and shall extend to 2024. **Professions in the second phase included:**

Hospitality Support

Touristic Security

- 01** The Fund cooperated with the Royal Commission For Al-Ula to establish the first employment forum in favor of the region inhabitants, in the presence of (33) companies offering (1,000) job opportunities
- 02** (3) Career Guidance courses were organized for identifying professional tendencies in the presence of about (2,000) beneficiaries
- 03** Work has been done to activate the memorandum of cooperation concluded with the Diriyah Gate Development Authority in 2021. The efforts of 2022 included holding (10) workshops and Career Guidance sessions for (200) male and female nationals of Diriyah to enable them to occupy positions in the region. Work is also underway to hold an introductory workshop for the tourism sector investors in the project in order to introduce them to the programs of the Fund and to identify the training needs that pave the way for directing the Fund's support towards providing the appropriate national cadres to achieve the success of the project by its sons and daughters.

◆ Partnerships with the Industrial Sector

In Partnership with the Training Support Program, the General Department of Business Development worked on:

Holding a meeting with Industrial Oxagon's officials and it was agreed to activate the support according to a cooperative framework that can be expanded according to the readiness and start-up with Saudi Vax Company, a start-up operating in the field of pharmaceutical manufacturing, where Oxagon will be the headquarters thereof. The cooperation includes supporting junior training by hiring (30) trainees.

The training program is provided by King Abdulaziz University and SVax, which is an Irish industry leader, as part of the Fund's efforts for supporting the localization of industries in the Kingdom of Saudi Arabia.



Through the Fund support to strategic partnerships institutes in the Project of King Salman for Maritime Industries, the following has been done to:

- Support junior training by hiring 567 with financial support of up to SAR 56 million
- Work with the Ministry of Investment, Dussur Company and the Ministry of Industry and Mineral Resources to provide more job opportunities to both male and female nationals by enabling them to acquire the necessary skills for working in the field of newly introduced industries, such as 3D printing, where 10 trainees were supported with an amount of about one million Saudi Riyals, and the manufacture of aircraft engines, where 20 trainees were supported with an amount of about 10 million Saudi Riyals. Work is underway to support the first group, whose number is 20 trainees with an amount of up to 12 million Saudi Riyals.

◆ Partnerships with ICT Sector

On 13/06/2022 AD, a Cooperation Agreement was concluded between the HRDF and Saudi Digital Academy to support and qualify national cadres in the ICT sector to fill jobs in private-sector establishments, through the Fund participation in the costs of training and qualification that contribute to supporting national cadres in the labor market to raise national productivity and develop local technical content. This is to keep pace with the requirements of digital transformation based on the Kingdom's Vision 2030. The said Agreement requires supporting the implementation of employment-related training programs in the ICT field for 12 months for (500) male and female beneficiaries with a budget of SAR 20,125,000 (only twenty million, one hundred, and twenty-five thousand Saudi Riyals), employing them in the private sector and ensuring their career stability after completing the training period. (9) qualitative training camps were completely established in the light of the Agreement, by training the full target number. (106) beneficiaries were employed until 31/12/2022 AD.



In support of the efforts of national workforce training and qualification, an agreement of training support was concluded on 02/10/2022 between the HRDF and Apple Developer Academy to prepare ambitious entrepreneurs, developers, and designers, refine their skills, and provide them with resources and training to create and introduce jobs in the field of applications, with (600) trainees for working as applications designers and developers with a budget of SAR (37,075,000) in (3) training programs, namely, the Foundation Program, Apple Academy Program and Apple Entrepreneurs Program.

Until 31/12/2022, (114) beneficiaries of the Foundation Program, (170) beneficiaries of the Apple Academy Program, and (44) beneficiaries of the Apple Entrepreneurs Program were trained.

In support of encouraging and motivating the national workforce in both governmental and private sectors, cooperation has been established with SDAIA Academy to add and approve (7) qualitative professional certificates that contribute to raising the efficiency of national cadres in the ICT sector, namely, Certified Analytics Professional – Big Data Assistant Engineer – Big Data Advanced Engineer – Big Data Assistant Analyst – Big Data Advanced Analyst – Cloud Computing Assistant Engineer Certificate – Professional Data Engineer Certificate.

◆ Partnerships with the Health Sector

In cooperation with the Saudi Commission for Health Specialties, the following steps were taken:

Concluding a training support agreement with the Saudi Commission for Health Specialties on Wednesday, 16/10/2022 to train, qualify, and employ national cadres to work in (6) health specialties to meet the health sector needs to qualified and trained national talents to serve Saudization of the sector and support the national force engagement and cover the professional gap, in accordance with Saudi Vision 2030. Further, the Agreement aims to support the implementation of a training program (Tajseer) of employment for 12 months for the academic training of (medical coding technicians - patient care technicians - dental assistants - medical sterilization technicians - ECG technicians - EEG technicians) for (2,000) male and female trainees holding the bachelor degree, with a total amount of SAR (235,680,000) to contribute to their employment at health-sector facilities.

The above Agreement enhances the efforts of HRDF for activating its sectoral strategy, focusing on priority sectors, most importantly the health sector

الأكاديمية الصحية
Health Academy



الهيئة السعودية للتخصصات الصحية
Saudi Commission for Health Specialties

◆ Partnerships with Non-Profit Sector

In the context of maintaining the strategic relationship between the HRDF and the Social Development Bank within the National Transformation Program to promote community development, develop the non-profit sector and raise the percentage of non-profit organizations' contribution to GDP, (13) workshops were established and organized across the Kingdom for SDB financing brokers to benefit from the Fund programs and services with a view to maximizing the benefit of financing brokers from the programs, so that all programs - not only particular ones - can be beneficial to them, in addition to prompting brokers, who have not benefitted yet from the Fund programs and services. Work is underway with branch management for counting brokers, who have benefitted from those workshops in terms of the programs and services provided by the Fund.



◆ Partnership with the Ministry of Culture

From January to December 2022, through our partnership with the Ministry of Culture, we contributed to the benefit of people from 35 programs and services of the Fund, including 19 female beneficiaries, who were linked with the Financial Employment Support Program, by holding (3) workshops.

In the context of promoting cooperation with the Ministry of Culture, work has been done to:

Organize two workshops for empowering male and female innovative entrepreneurs in the sector of culinary arts, and other workshops for empowering male and female innovative entrepreneurs in the sector of theatre and performing arts, introduce them to the Fund programs and services and study the capability of on-the-job training, where more than 15 men and women entrepreneurs attended these workshops in order to motivate them to benefit from the programs so that they can train and employ male and female nationals.

In the context of promoting the cooperation with the Ministry of Culture, represented by the Film Commission, work has been done to

Organize a virtual workshop for introducing the Fund's respective programs and services to investors in the film industry, and motivating them to benefit therefrom for the purpose of the employment of male and female nationals, where the workshop was attended by 5 establishments. The Sector challenges were discussed, studied, and aligned with the Fund programs and services.



Joint Courses of Action with the Ministry of Culture

We are working with the Ministry of Culture for developing a cooperative framework intended for motivating and developing the human capital to work in the cultural sector

1. Entrepreneurship
2. Support investors in the film industry
3. Support the empowerment of recent work patterns
4. Motivate Saudization in the cultural sector through additional support and recruitment support
5. Refine the necessary skills to work in the cultural sector, through:
 - Supporting on-the-job training
 - Supporting training programs requested by the cultural sector
 - Supporting the sector with professional certificates

◆ Public Transport Authority

In the context of promoting cooperation with the Public Transport Authority and in support of the efforts of the National Plan for Employment, we work with the Authority to:

1. Target job opportunities for motivating and activating the initiative of Saudization of truck drivers and bus driver professions, where the Fund contributed to employing 1,384 beneficiaries of whom 1,010 were associated with the Employment Support Program from the beginning of this year until December 2022, according to the Monthly Employment Report.
2. A workshop was organized in the presence of more than 23 establishments specialized in busing and transporting goods while they were at the signing of agreements ceremony to support this initiative so as to introduce them to the Fund programs and services and motivate them to benefit therefrom. The Authority and branches management are currently cooperating to access all establishments to list their job opportunities and nominate jobseekers to activate the Initiative and employ male and female nationals.
3. Share the outputs of the Fund efforts in the issue of employment with the Authority on a monthly basis, as the achieved outputs in the transportation sector reached (14,894) beneficiaries from the Fund program and services, of whom (11,585) were associated with the Employment Support Program from the beginning of this year until December 2022.

Motivate and support modern work patterns:

1. Promote self-employment in the transportation sector professions (supporting orders delivery, ride-hailing) for achieving the targets of the National Employment Plan.
2. Share the Fund efforts with the Authority regarding the product of self-employment, where the number of new beneficiaries from the Ride-Hailing Program reached 1,344 until the Q4 of 2022. The number of new registrations in the Orders Delivery Program reached 1,241 beneficiaries, achieving the targets of the National Employment Plan.

◆ Partnership with the Saudi Bar Association



In coordination with the Saudi Bar Association, we organized three workshops for empowering law firms, the law sector, and jobseekers of the sector to introduce them to the Fund programs. The first workshop pertaining to law offices and firms was attended by more than 225 law offices and firms. The second workshop targeted jobseekers was attended by 78 persons. As for the third workshop that targeted sector facilities, it was attended by 300 facilities.



The Fund also participated in the Law Initiative Conference, where more than 2,200 visitors attended the dedicated corner. The number of lawyers benefiting from the Employment Support Program reached 1,247 lawyers.

◆ Partnership with L'Oréal Hairstyling Company



In cooperation with the L'Oréal hairstyling company, the HRDF supported the training program as part of the Maharat Program, and in cooperation with Princess Nora University to train more than 5,000 trainees within 5 years across the Kingdom. During 2022, the first and second groups of the Program were graduated with an employment ratio of 75%, where the training program targets a 7-month training with a rate of 900 hours, divided into theoretical and practical training and on-the-job training at beauty salons

◆ Partnership with the General Authority of Civil Aviation



In the context of the HRDF support for the Saudization efforts of the Air Transport Sector, a memorandum of understanding was signed with the General Authority of Civil Aviation to Saudize 29 professions in the sector, where the partnership contributed to the employment of more than 2216 until October 2022.

Workshops

Target	10
Achieved	14

Workshop Name	Venue	Number of Jobseeker Attendees
Workshop where Explanation Takes Place and the Fund Programs	Facilities Headquarters	52
Air Transport Sector Workshop	Chamber of Commerce	55

Career Counselling

Number of Workshops	2
Number of Attendees	436

Workshop Name	Venue	Number of Attendees
Career Guidance Session for Male and Female Nationals at the Environment Level	Headquarters of the General Authority of Civil Aviation	194
Presenting (Sacred Places Management) Workshop	Headquarters of the General Authority of Civil Aviation	242

Tamheer

Target	500 trainees
Achieved	151 trainees

39%
#59

61%
#92

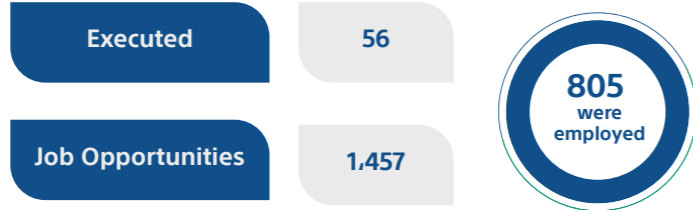
Top Beneficiaries

Beneficiary	Number
Saudi Ground Services Co.	51
Sole proprietorship, closed joint stock Aviation Company	14
Riyadh Airports Company (Matarat)	11

Top Recruiters

National Company for Business Solutions (Holool Aloula)
Saudi Ground Services Co.
Flynas

Job Interviews



The year 2022	Venue	Number of Jobseekers Attending
Q2	HRDF branches - Corporate Headquarters	800
Q3	HRDF branches - Corporate Headquarters	400

HRDF Academy for Leadership



Beneficiaries	Number
Flyadeal	13
Flynas	12
Saudi Air Navigation Services (SANS)	6
Ground Services Co.	3
Modern Consortium for Refuelling Aircrafts Co. Ltd. (MCRA)	1

Training Agreements + Maharat

Maharat Program (Air Chef)



The Agreement of Saudi Aerospace Engineering Industries (SAEI)

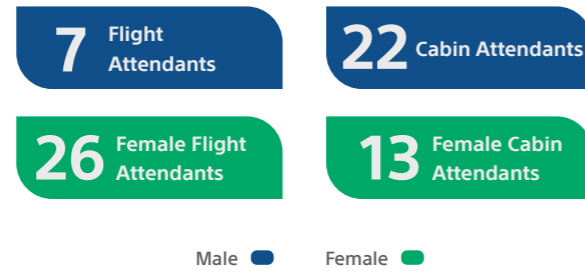


Maharat Program with the University of Prince Mughrin bin Abdulaziz Al Saud

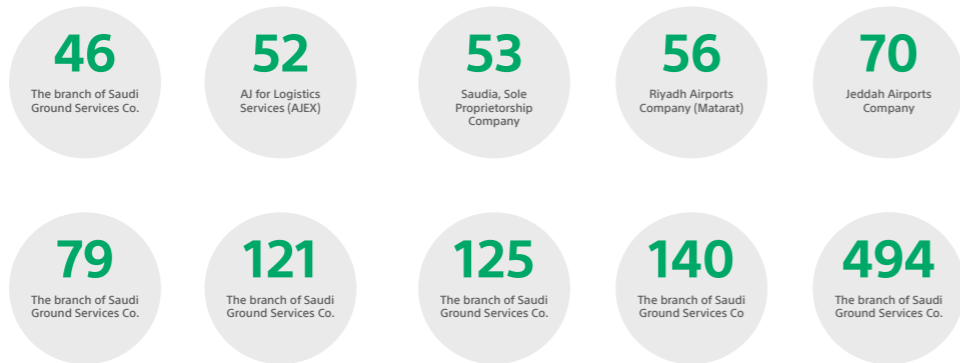


Employment support by economic activity

Aviation



Top Recruiters



Top jobs in the sector



◆ Partnerships with ICT Sector

In light of Saudi Vision 2030 for reducing unemployment rates and raising the Saudization ratio, and where the HRDF supports the efforts of national workforce employment at the private-sector facilities and provides facilities with employment services through a group of employment channels besides programs of training and employment support, (5) workshops were held in cooperation with the Ministry of Communications and Information Technology and Monsha'at at the Startup Hub belonging to the Authority to motivate and enable technological SMEs to benefit from the support programs provided by the HRDF.

The Fund also contributed to the employment of 7,064 beneficiaries in SMEs in the ICT Sector during the period from January to December 2022 AD.



◆ Partnership with Enablers:

Efforts of Partnership with Monsha'at in 2022

Maximize SMEs benefit from the Fund programs and services, which had the largest share in the beneficiaries of the Fund where:

- The number of employees of the Fund beneficiaries in SMEs reached (243,595) by 61%
- The number of SMEs benefiting from the Fund reached 46k facilities
- The work with Monsha'at constituted excluding promising start-ups to benefit from the on-the-job training program by activating the exception in the Tamheer Program of (9) facilities, where (63) male and female youths were trained
- The employment rate for them after the end of the training was 46%
- Efforts were also supported by holding three workshops by the General Department for Business Development in coordination with the General Department of Branches and the General Department of Programs to introduce the facilities to the Fund programs and services

Partnership Efforts with the Saudi Council of Engineers during 2022

During 2022, the focus was made to increase job opportunities related to qualitative professions, supported by Saudization decisions, such as engineering, where we sought enhancing cooperation with the Saudi Council of Engineers to contribute in this regard. According to the Employment Report, 269 persons including (16) women were employed. And the most prominent work activities undertaken with the Council are as follows:

- Holding a workshop entitled Showcasing of Fund Services and Enablers and the Authority Programs in cooperation with the Technical and Vocational Training Corporation.
- Engaging in the recruitment forum in Abha by offering the Council services to candidates remotely
- Holding several workshops for facilities registered at the Council for offering the Fund programs and services
- Participating in the International Day of Women Engineers Day at the Council Headquarters
- Verifying the membership of the engineers registered at TAQAT Portal

Partnership Efforts with the Ministry of Investment in 2022:

To create effective partnerships that serve the HRDF and also attract investments to the Kingdom of Saudi Arabia, a strategic relationship was established with the Ministry of Investment, through (3) tracks:



Marketing

- Direct visits to investors, where (3) relationship managers were appointed for Riyadh, Jeddah, and Dammam, where the number of such visits reached 10. Moreover, (15) companies (foreign investors) were contacted to introduce them to the programs.
- The Fund programs and enablers were added to the website of the Investment Ministry, via the "Invest in KSA" Platform.

Investment Support

- Holding workshops for sector managers at the headquarters of the Ministry of Investment.
- Study investment opportunities that require focused support to be used to promote qualitative job opportunities and avoid job deficiency in the project's early phases.

Investment Incentives

- Work has been done with Lucid Company on an agreement to support junior training in employment. For the first time, the Fund supports training outside the Kingdom and on the job in specific professions in the electric cars industry, which will greatly benefit engineers and graduate technicians.
- A memorandum of cooperation was concluded with the Saudi Industrial Investment Company in order to support the development of human capital in a number of training courses.

◆ Partnerships with the Municipal Sector



وزارة الشؤون البلدية والقروية والإسكان
Ministry of Municipal and Rural Affairs & Housing

In cooperation with the Ministry of Municipal and Rural Affairs and Housing, work has been done to:

Hold (6) workshops with (17) Amanats and (7) Municipalities

The cooperation between the HRDF and the Ministry of Municipal and Rural Affairs and Housing aims to develop human capital across all areas, governorates, and municipalities by targeting the training of 10,000 trainees annually on the job for the Community Observer Initiative to provide marketing materials, organize workshops, facilitate the signup process in the portal, address challenges, study suggestions, and gather the representatives of regions and municipalities in one framework to facilitate communication. 192 announcements were made concerning 2128 training opportunities, where 827 persons are being trained, whereas only 22 trainees were withdrawn.

Mutual Cooperation with Petro Rabigh Company

In order to expand areas of cooperation, the HRDF represented in the HRDF Academy for Leadership held an orientation workshop in cooperation with Petro Rabigh Company in Mecca, for introducing them to the Leadership Academy, the mechanism and means of benefiting from the programs and initiatives, in the presence of the Company leaders, operational affiliates of Petro Rabigh, Mr. Musaad Alhamrani, Manager of the Fund Branch in Jeddah, and a number of employees from both entities.

The workshop comes within the framework of joint cooperation to provide training, employment, and development opportunities and enhance the use of the Academy in enabling national forces of both sexes to assume leadership positions in private sector establishments, in order to achieve the objectives of the Kingdom's Vision 2030 program.

The Director General of the General Administration of Academies, Mr. Faisal bin Sami Al-Salloum gave a presentation on the leadership program, the phases and contents of the Program, and impact measurement tools. Mr. Faisal highlighted the most significant projects and challenges for the private-sector facilities and reviewed the identification of the most important recommendations for the implementation of the training program provided by the Academy.

The Academy seeks to develop the skills of future leaders of the private sector, through the qualification and training of Saudi employees in the private sector, to take over the management and leadership of facilities to reflect on performance and productivity, and raise the rates of qualitative and distinct Saudization.

TAQA Activation Initiative

Summary of the work of the TAQAT Activation Committee

2021	2022
Tasks of the TAQAT Activation Committee	
A total of 151 assignments were completed.	A total of 87 assignments were completed.
41 sessions were held	18 sessions were held
Number of jobseekers	
Commencement of the work of the Committee 2021	Until September 2022
568,608	88,736
Employment Report	
Employment Report from the beginning of 2020 to September	2022 Employment Report from the beginning of 2022 to September
66,546	277,687

Reports of the Committee and their sustainability



Jobseekers Report



Employment Report



Courses Report

19

Orientation session since the beginning of the Committee work

41

Executive session since the beginning of the Committee work

Since its inception, the Committee has contributed to a number of solutions

- The direct registration policy in Nitaqat has been applied to employees hired through TAQAT to incentivize employers to hire them.
- The Committee's work contributed to raising employment rates by benefiting from various resolutions of Saudization, and activating the same through specialized courses to align jobseekers and job opportunities, e.g., health professions, law, accounting, education, engineering, and others.
- Courses were formed under the leadership of a course owner - a plan was developed for each course to communicate with facilities and jobseekers, hold meetings and workshops, and address challenges facing each course. Further, employment permission agreements were linked and referred to branches to activate the employment plan.
- The employment authorization agreements have been linked and forwarded to the branches for implementing the recruitment plan.
- Enable the inspection team to review disclosures of violations through TAQAT, and motivate facilities to disclose violations, with only a warning without applying a fine when the violation is approved.
- Saudization resolutions were linked to the work of the HRDF.
- Jobseekers were analyzed based on secondary qualifications, and they were linked to strategic partnerships institutes to motivate vocational training and benefit from data to reduce numbers.
- A number of partnerships in tourism, industry, and technology were discussed, linking the numbers of job seekers to opportunities of training leading to employment.
- Communication has been activated with the appropriate jobseekers for the targeted ride-hailing product, and linking it to the procedures of employment, which contributed to reducing the numbers and raising the number of beneficiaries from ride-hailing.
- The Committee work was entrusted with linking the efforts of the Social Insurance Agency and the Authority of People with Disability (APD) ended with opening two specialized courses for serving serious jobseekers of such categories to achieve the goals of the KSA, may Allah protect it, with the Saudi Vision 2030 in terms of the development of economy and humans.

◆ The Consulting Skills Initiative in Cooperation with the Consultation Sector

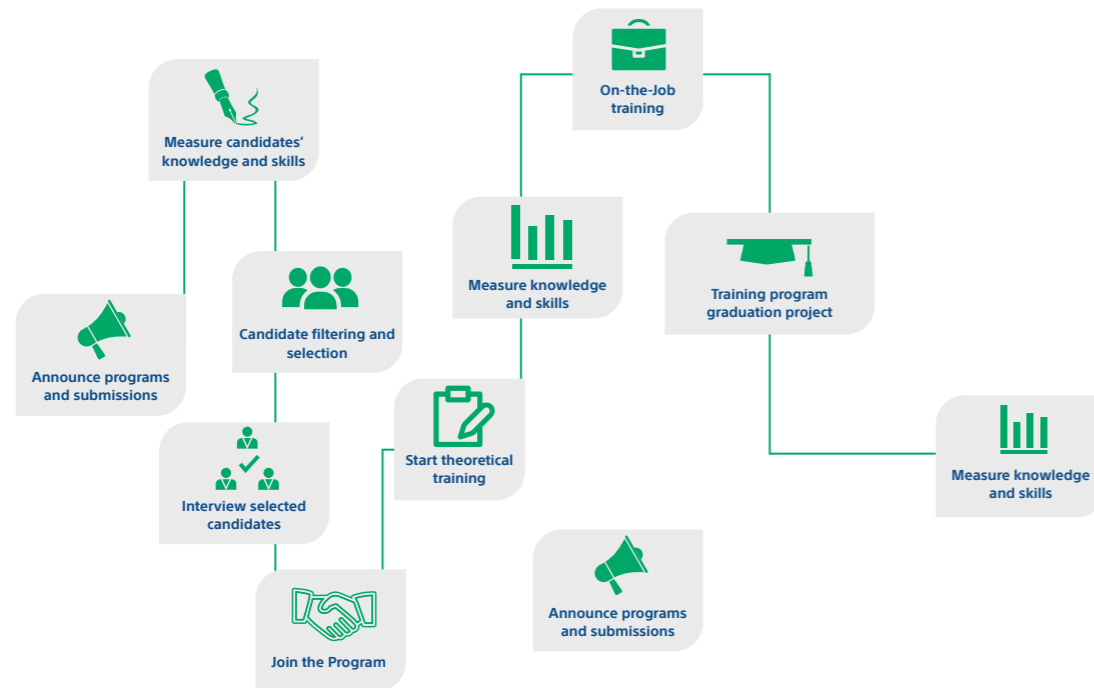
In cooperation with the Local Content Authority, a projected initiative on the HRDF was designed to enhance the readiness and competitiveness of 500 Saudi youths to work in the consulting sector and equip them with the necessary skills and abilities through a combined program between classroom training and on-the-job training in consulting companies. And the work model, the initiative design have been submitted, and funding has been requested. The initiative will be prepared for launch after receiving funding from the Local Content Authority.



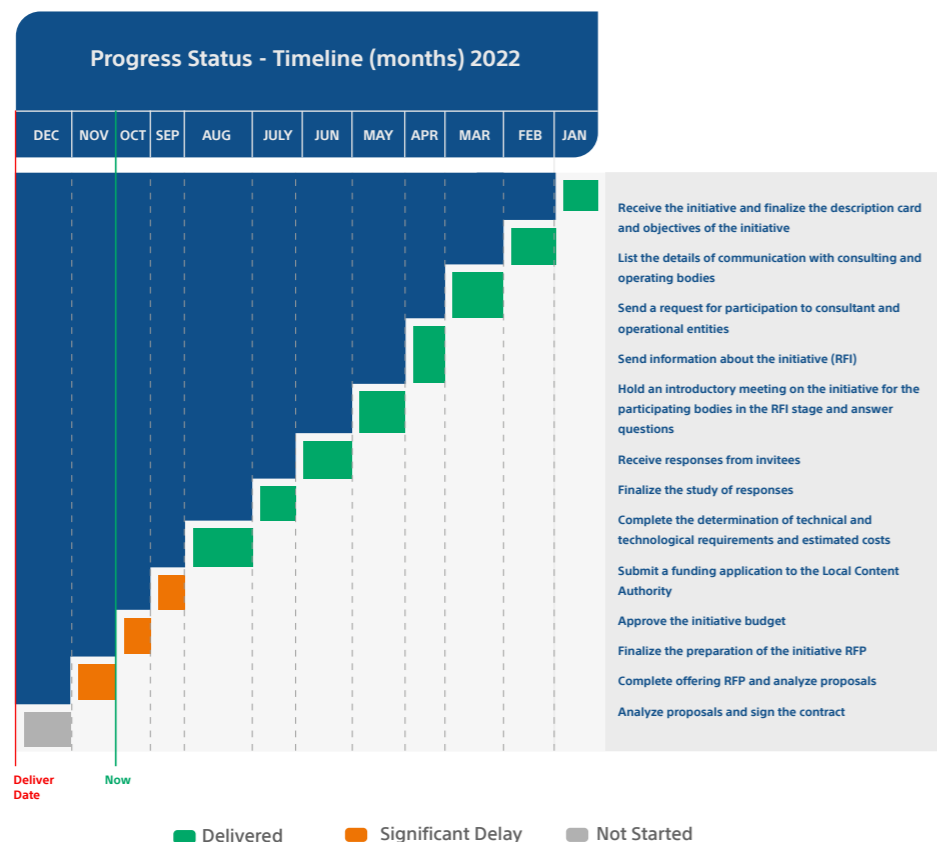
On-the-job training initiative card with the consulting sector

<p>Description of the initiative</p> <p>Raising the skills of young men and women with research and analytical capabilities through on-the-job training, in partnership with the Consultation Sector with the aim of recruiting 500 trainees within 3 years</p>	<p>Key outputs of the initiative</p> <p>Young men and women with research and analytical skills through on-the-job training in partnership with the consulting sector.</p>
<p>The desired impact of the initiative</p> <ul style="list-style-type: none"> - Positive impact on the local content in various business sectors - Empowering national cadres, creating job opportunities, and promoting their sustainability - Raising the awareness of students and jobseekers in the Consultation Sector 	<p>KPIs</p> <p>500 trainees have joined the training program in 3 years with 70% success in skills tests</p>
<p>Challenges/Risks</p> <ul style="list-style-type: none"> - The unwillingness of consulting companies to participate because there are no incentives. - The quality of training provided by consulting companies in the absence of an approved entity supervising the training content 	<p>Budget</p> <p>Estimated costs and the required budget will be considered after obtaining the feedback of the concerned parties on the proposed solution.</p>
<p>Responsible Entity</p> <p>Human Resources Development Fund</p>	
<p>Supporting Bodies</p> <ul style="list-style-type: none"> - National Security Center - Local Content and Government Procurement Authority 	
<p>Stakeholders</p> <ul style="list-style-type: none"> - Outstanding students in graduation year - Qualified jobseekers (priority) - Qualified labor market employees with less than two years of experience 	
<p>Relevant Initiatives</p> <p>Direct initiatives to form policies and legislation directly related to raising local content according to the plan developed by the Local Content Authority and the Ministry of Human Resources and Social Development.</p>	

The training journey was built after studying responses and designing the prototype



On-the-job training initiative time plan with the consulting sector



◆ The Fund contribution to the development of new job opportunities

The Fund supported the efforts of Saudization Agency and Future Work Company, through contributing to the success of a number of initiatives including designing a product to support flexible work activities planned to be launched in 2032, contributing to designing a product of private lessons remotely, which is provided for the approval of the Education Ministry, and linking BHR Platform with Self-Employment Platform for obtaining self-employment documents. The Fund also worked with Saudi Arabian Oil Co. (Aramco) on developing a visualization to support training, in partnership with the Technical and Vocational Training Corporation to provide appropriate national cadres to work on various projects as freelancers and self-employed.

The trial launch of “Madd” Platform has been proceeded with and it is under test by Future Work Company, the Fund and Aramco.



Parallel Training Initiative

In cooperation with the Ministry of Human Resources and Social Development and in order to achieve the objectives of the Parallel Training Initiative, 18,942 working women were supported in the labor market since the beginning of 2021 until the end of November 2022. The achieved target is 20% of the Initiative out of 75k by the end of 2025. The Initiative was implemented via numerous courses:

The First Course

Focusing on supporting professional certificates for refining competitive skills on the labor market and achieving sustainability. Through this Course, (205) working women on the labor market benefited from the provided support in this regard

The Second Course

Directing female employees in the labor market to benefit from qualitative portfolios under the E-Training Program on Doroob Platform to raise sustainability in the labor market by improving readiness, capabilities, and general and technical skills. The work involves four main portfolios

The Third Course

Direct female employees in the labor market to benefit from the Career Guidance aimed to promote sustainability in the labor market

- ▶▶ **The First Portfolio:** Development oriented (24 training hours): A set of personal and occupational skills is included to help the female beneficiaries in their career, including self-change management, life and work skills, planning, organization, performance measurement, and others.
- ▶▶ **The Second Portfolio:** Stability oriented (23 training hours): A set of occupational and specialized skills is included to promote the female beneficiaries' stability in the work environment. These courses include financials for non-financial specialists, basics of management, building working groups, and others.
- ▶▶ **The Third Portfolio:** Professionalism oriented (23 training hours): A set of specialized skills is included to enable female beneficiaries to perform their tasks professionally, e.g., product management, Six Sigma methodology, the sustainability of business strategies, and others.

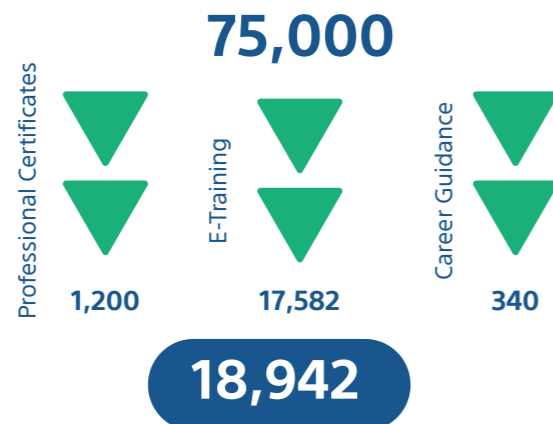
A marketing advertising campaign was launched for training portfolios, where the number of female beneficiaries from the advertising campaign reached

557

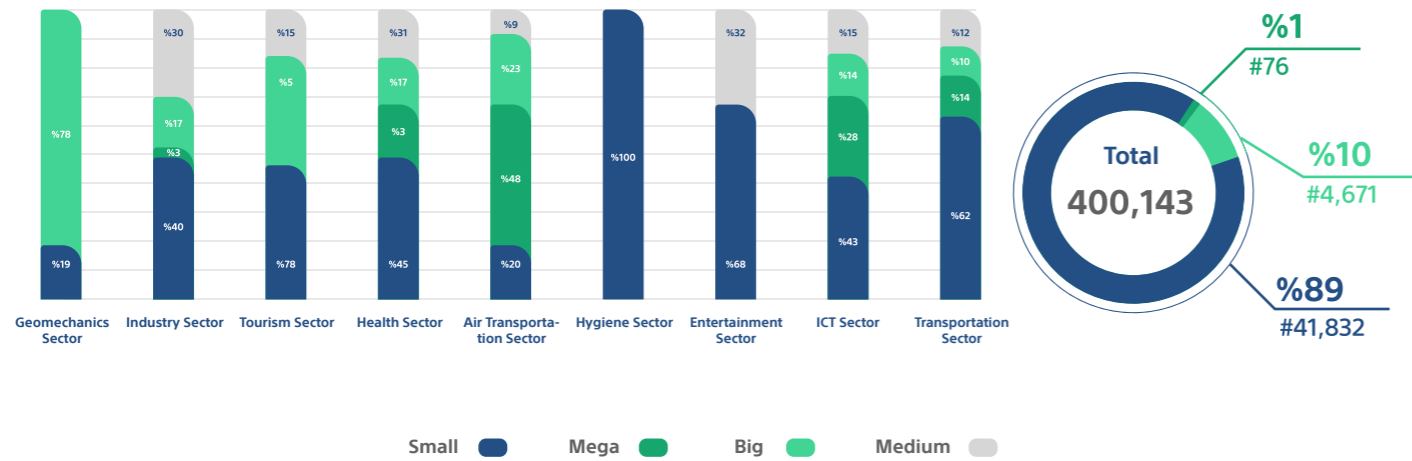
Advertising Campaign Message

We support your career breakthrough and offer you Doroob for acquiring various skills and knowledge that will help you grow your career.
Register Now.

** The number of participants of the initiative from its inception in January 2021 until the end of November 2022



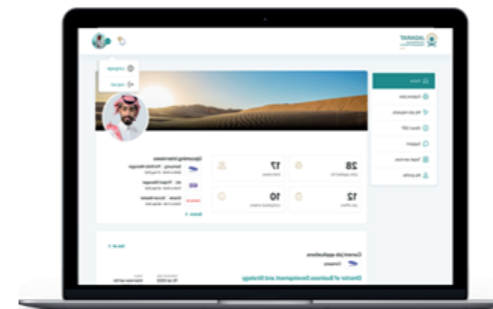
Employment Distribution according to the Sizes of Facilities in some Sectors



The Unified National Employment Platform:

The HRDF launched the 1st issue of the Unified National Employment Platform 'Jadarat', where the Platform connects jobseekers and available opportunities in the public and private sectors through a seamless and comprehensive digital alignment that achieves efficiency, accuracy, and transparency in job creation.

The Jadarat Platform will be an excellent and leading digital hub and athering for public and private sector job applications in Saudi Arabia



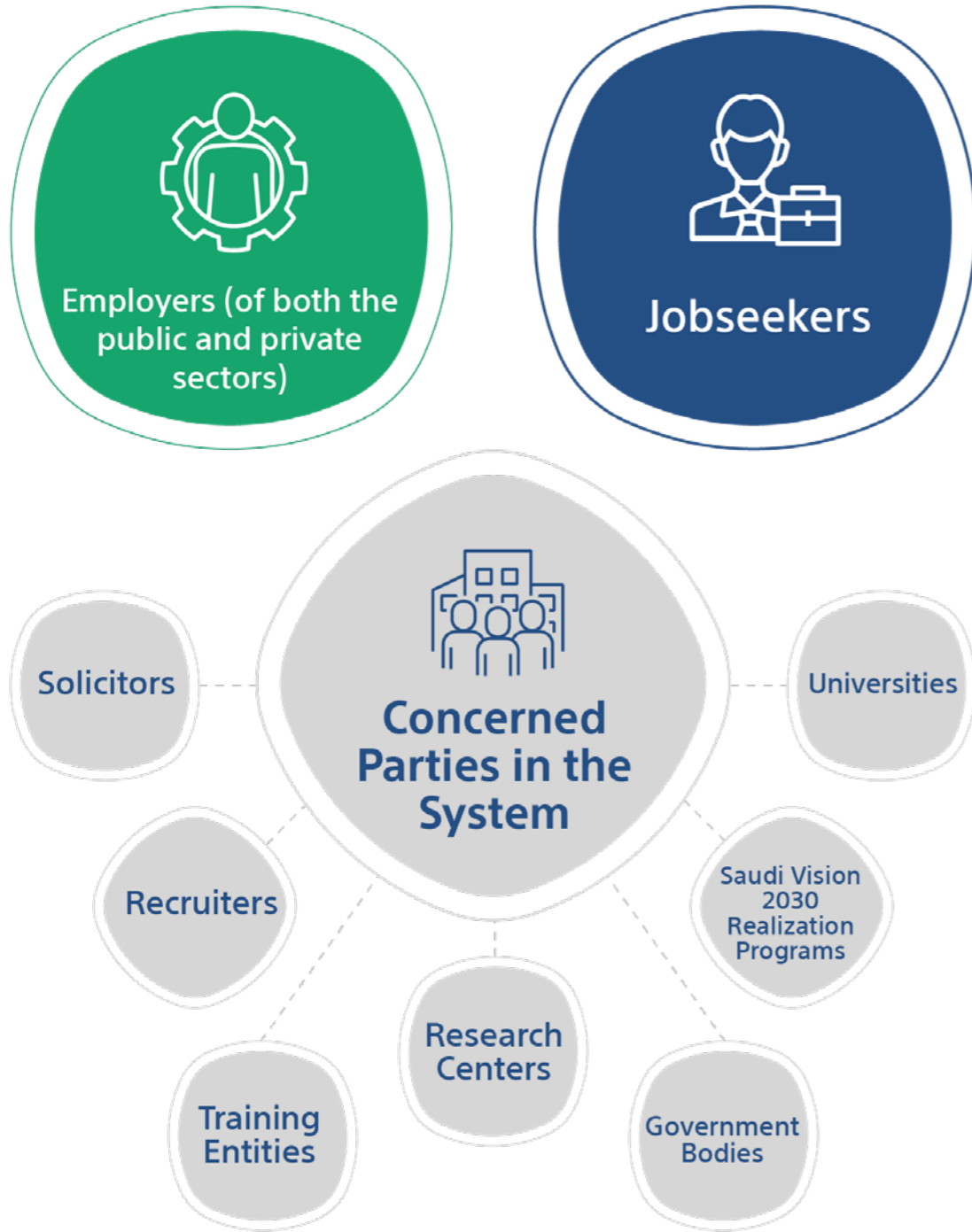
Unifying the services of TAQAT and Jadarat Platforms in one upgraded platform

A comprehensive database for job opportunities in the public and private sectors

Jobseekers can create their accounts, apply for jobs, and manage applications

Empower public and private employers to publish available jobs and manage the recruitment journey

- **Jadarat Platform aims to serve a number of target groups**



National Labor Observatory:

The National Labor Observatory works on contributing to empowering decision-makers and stakeholders in the Saudi labor market to make evidence-based decisions that reflect the reality of the labor market. This comes through producing labor sector visions and providing data and recommendations to policymakers, in addition to improving and enriching the quality of data through conducting research and opinion polls to verify their quality and collecting, linking and publishing comprehensive data on the labor market.



Vision

The primary and reliable source of the labor market data and insights, which is internationally recognized to support the Kingdom in the transforming business world



Mission

Contribute to informed decision-making within the overall transformation process in the Kingdom by using data to provide research insights and recommendations on current and future labor market policies.



Values

- 01 Reliable Source
- 02 Invitation for Best Practices
- 03 Rule of Trust
- 04 Thought Leadership
- 05 Data Reference

Strategic Pillars and Objectives

- **Maximize Benefit from the Labor Market Data**
- Expand and improve the scope and quality of the labor market data, leading to unique insights
- **Redefine Value for Beneficiaries**
- Improve services and products provided to main beneficiaries through customized offers and prioritizing them according to needs
- **Leading a fact-based and data-driven labor market narrative**
- Enhance access and influence through active participation of beneficiaries

Capabilities of the National Labor Observatory

- Labor market data analyses
- Labor market research studies
- Macroeconomic solutions
- Forecasting and predictive analysis
- Data-based analysis of labor market policies

The Most Prominent Services provided by the National Labor Observatory

- Planning and improving data through raising its quality
- Specialized dashboards with a set of indicators for decision and policy makers
- A set of qualitative indicators prepared according to the best standards and policies that deal with multiple aspects in the labor market
- Manage research publications by establishing a network of experts and specialists, and publishing recommendations related to the labor market
- Analytical reports discussing in depth labor market-related topics



The Most Prominent Achievements of the National Labor Observatory in 2022

1. Launch a new strategy to activate the role of the National Labor Observatory to become a reliable source of the labor market data and insights, which can be relied upon for making decisions and developing policies related to the labor market.
2. Launch a new operating model for the National Labor Observatory in line with its role and ambitious targets.
3. Hold a number of meetings, visits and partnerships with a number of government bodies to introduce the National Labor Observatory strategy and products.
4. Sign a number of agreements to access data and share data with the following bodies: Education and Training Evaluation Commission, the Ministry of Commerce, the Ministry of Interior, General Organization for Social Insurance (GOSI), the Ministry of Environment, Water and Agriculture, King Khalid University, and the Ministry of Education.
5. Introduce products that contribute to measuring the impact of the Fund programs and other supporting programs in the labor market, and introduce 12 products and reports that serve the labor market and measure the impact.
6. Prepare and design a number of products and reports that contribute to measuring the impact of the Fund programs and other supporting programs in the labor market: (Global Labor Market Trends, Saudi Labor Market Overview, Saudization Report and Impact of Support Programs, Saudi Workforce Overview, Working Hours Report, Saudi Labor Market Gender Comparison Report, Saudi Graduate Employment Report, Saudi Job Review Report, Saudi Labor Market Gender Comparison Report, Non-discrimination Index Report, and Labor Market Supply Forecast Report).
7. Issue the report of career stability and resignations ratio in the Saudi labor market.
8. Launch the employment report of the HRDF programs.
9. Design a new logo for the National Labor Observatory, approve it by the Observatory steering committees, and register it with the Saudi Authority for Intellectual Property (SAIP).
10. Hold (14) workshops with beneficiaries and partners.
 - Leaders' workshop (Project to activate the National Labor Observatory role)
 - Workshop on educational programs that qualify for the labor market
 - The workshop on the impact of Career Guidance on raising awareness about the labor market renewed needs
 - Workshop on future skills and labor market
 - Workshop on continuous learning and future changes
 - Training and qualification for the labor market
 - Foster the culture of innovation and entrepreneurship
 - Recent trends in the labor market
 - Digital transformation and labor market
 - Workshop of the World Bank and the National Observatory
 - A workshop to discuss topics of common interest and agree to expand the horizons of cooperation that contribute to achieving the current and future goals of the two parties with the University of Petroleum and Minerals.
 - Workshop to discuss topics of common interest and agree to expand the horizons of cooperation that contribute to achieving the current and future goals of the two parties with Sharqia Development Authority (SDA)
 - Workshop to discuss topics of common interest and agree to expand the horizons of cooperation that contribute to achieving the current and future goals of the two parties with King Faisal University
 - Workshop to discuss topics of common interest and agree to expand the horizons of cooperation that contribute to achieving the current and future goals of the two parties with King Khalid University
11. Launch a number of awareness campaigns and infographics to introduce the most prominent achievements of Saudi labor market, e.g., (the infographic of Saudi Arabia in the 1st place in terms of the increased rate of workforce growth annually)
12. Hold the first scientific conference for the labor market research papers, studies and indicators entitled "Reality and Future Trends" in cooperation between the National Labor Observatory and Princess Nourah bint Abdulrahman University (17-18 May 2022)
13. Finalize 8,916 applications (100%)
14. Achieve 97% of customer satisfaction of the National Labor Observatory.

◆ Digital Transformation Achievements

The HRDF made a huge qualitative leap in measuring the 10th digital transformation of government bodies, occupying the position of (41) out of (217) participating government bodies with a result of (84.5%)

“Government” Digital Transformation Measurement



The Fund ranked among the top 10 bodies complying with “Qiyas” standards in terms of the financial and economic classification

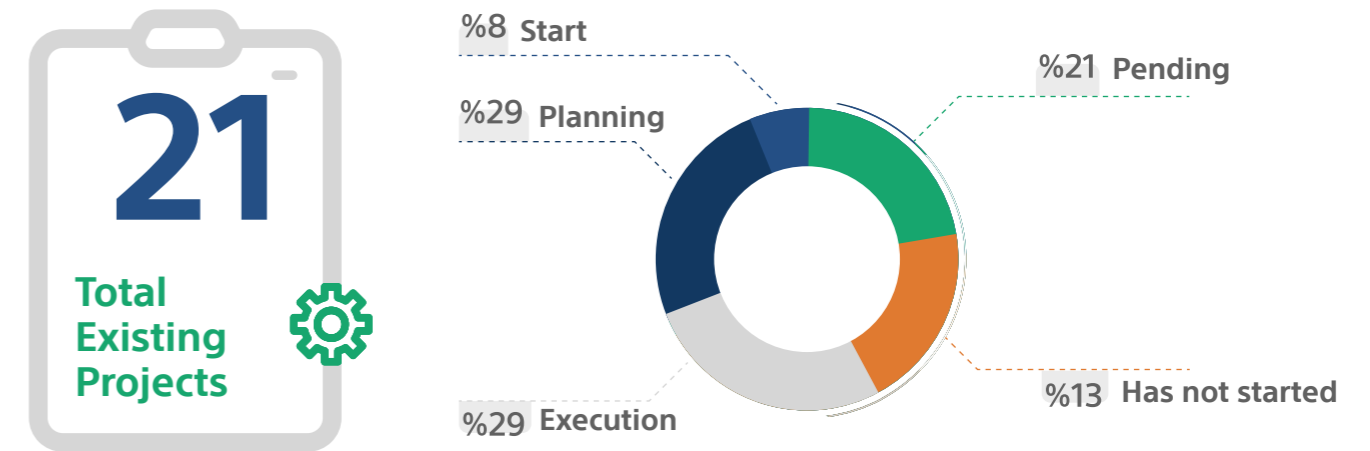
Management	Achievement	Definition
General Department of Cybersecurity	Develop the system of governance, cyber risks and compliance	Develop the cybersecurity strategy and establish cybersecurity committee
		Adopt a cybersecurity risk management methodology and start the assessment of cyber risks to the Fund critical assets and services
		Activate partnership with the National Cybersecurity Authority (NCA) through Haseen System (Cyber Risk Management and Cyber Compliance System)
		Obtain the approval of Forum of Incident Response and Security Teams (FIRST)
	Monitor and analyze cyber operations	Activate the Cybersecurity Operations Center by 50%
		Develop and activate cyber incident response plans
		Activate the proactive information acquisition system and detect cyber threats
	Cyber Warranty of E-Services	Conduct penetration tests for external/internal Fund services
		Vulnerability security assessment and follow-up with technical asset owners
		Review and activate cybersecurity architecture and build security systems roadmap (E-mail 2-factor verification system, web application firewall)
		Cyber assessment of e-services prior to launch
	Set security requirements for systems and networks	Activate the hardware and server protection system
Upgrade the e-mail portal system and re-evaluate the system based on the best practices		
Activate (SPF, DKIM, DMARC) services on the e-mail portal		
Activate the Internet gateway system, activate the gap management system and the data leakage prevention system		

Management	Achievement	Definition
General Department of Technical Planning and Enterprise Architecture	Form the Institutional Structure Governance Committee	Through building up business capacity for 6 scopes and developing architecture roadmap
	Completion of digital portfolio management methodology and department performance	Follow up the performance of digital project portfolio for 38 digital projects
	Develop a digital transformation strategy	Identify and approve initiatives in line with the Fund 30 strategic objectives
	Completion of the digital performance management methodology	The first performance report of the digital departments was issued in addition to all reports on a quarterly basis
	Raise awareness of the Fund staff about digital transformation	Hold awareness workshops for employees with the participation of +100 employees in awareness programs
	Progress measuring the 10th digital transformation of government bodies	A progress is made this year with the results of the measurement of the Digital Government Authority by 87.49% to increase the Fund performance result from 45.01% in 2021 to 84.39% in 2022

Management	Achievement	Definition
General Department of Digital Solutions	Launch the Powers System	Launch the Powers System for the Fund staff, and get rid of paper forms
	Improve the Fund technical infrastructure	Promote the efficiency of the computing capability of the Fund data center
		Complete the work of networking for the expanded scope of branches and the Fund headquarters
		Enhance the stability of the VLM System by transferring it to a virtual environment
	Reduce operational costs	Reduce operational costs by providing licenses and computing capabilities through reducing the operational consumption of the Fund second data center by 60% of the target
		Improve data transmission, communications and Internet services, as 75% has been achieved
		Start standardizing data centers to reach a unified data center and 40% of the plan has been achieved
		Reduce ERP license costs by 30% per year
	Digitalization of financial processes and budget planning	Complete the application and launch of the budget planning system (Hyperion) and its use by the Reporting and Budget Department
		Activate budget control at the level of requisitions for needs, projects and purchasing (pre-commitments) and purchase orders (commitments) to control the budget and manage the financial resources to ensure that the budget is not exceeded
	Enterprise Resource Planning	Real-time Simultaneous synchronization between new support programs and invoicing/payments in the financial system, In addition to the service of invoice validation prior to including them in the system
		Promote ERP systems to the latest available version to ensure continuous support for the system from the parent company and enhance security, and add new additional features
	Digitization of systems processes	E-Approval Service Application
		Activate control over the role of competition work through the matrix of alerts and escalations
Digitize the work of the Bid Examination Committee		
Activate a supplier portal in the HRDF to enable suppliers to include a quotation		
	Add the service of viewing the indicative prices of the tender items as a reference for those who prepare purchase orders	

Management	Achievement	Definition
General Department of Information Technology	Improve the management of beneficiary services	Execute more than 12,151 service requests for users
		Achieve 91.6% in terms of Customer Satisfaction Indicator
	New IT services	Create e-tickets platforms for the General Department of Institutional Communication, the General Department of Marketing, and the Executive Department of Human Capital
		Activate new messages system "Rich"
		Activate the attendance and departure system
	Internal and External Integration	Activate e-tickets SLA
		Finalize the linking operations with government bodies: Zakat, Tax and Customs Authority (ZATCA) Ministry of Commerce Communications, Space & Technology Commission (CST) Ministry of Human Resources Ministry of Justice Public Pension Agency Saudi Central Bank (SAMA) Ministry of Finance
		Promote the proficiency of monitoring the integration services
	Promote the proficiency of monitoring the integration services	Develop standards for monitoring problems based on the analysis of services performance and responses nature during the year
		Activate direct notifications in cases of malfunction
		Activate the first phase of the feature of the service responses recording feature, which enables the Integration Team to monitor any high or suspected consumption of services
	Boost the efficiency of information security	Renew 3 digital certificates of the Fund domains
		Work to apply the Internet filter
		Completion of the first journey in the separation of internal and external integration environments by installing products that support this feature and follow best practices
		Update the government integration platform and raise the level of security and availability
		Boost the efficiency of information security and work to comply with cybersecurity controls and legislations
		Apply application firewalls to two additional systems
		Install (Endpoint Protection) systems
		Apply firewall systems to the Fund Data Center (Co-location)
	Improve hosting services for application systems	Apply Load Traffic Manager (LTM)
Transfer and operate the following systems and portals for new Data Center with Zero Downtime Deployment, which ensures optimal and secure operation of the HRDF Portal "hdf.org.sa" including instant conversation services-- Sign Language Services-- Co-Browser services		
Collection System		
HRDF Internal Portal		
Share ERP Systems		

Total Digital Transformation Projects



- Establishing the Enterprise Architecture Office
- Analyzing digital work requirements for the outputs of the project of HRDF Programs Re-design
- Cybersecurity Strategy and Governance

Completed



4/4 Social activities, international and local conferences, and awards achieved by the HRDF.

◆ Contribute to building the national leading competencies “HRDF Academy for Leadership”

HRDF Academy for Leadership seeks to develop the future leaders of the Saudi private sector to support and confirm the achievement of the Kingdom vision 2030, and the qualitative localization of outstanding leaders having the ability to plan, create, and innovate. The Academy also aims to provide participants with many of the necessary information, technologies, and competencies for the requirements of the twenty-first century and to achieve optimal human investment for national institutions. The Academy is also based on transferring global experiences and activating effective and influential leadership principles through many practical cases and projects, transferring global best practices, guidance, and follow-up through direct simulation or via virtual halls with outstanding global experts.

◆ Most prominent numbers of the Academy:



+1,000
graduates



+450
beneficiary facilities

• Obtaining a software license to achieve the government’s digital transformation



HRDF obtained the free and open-source government software license from the Digital Government Authority as a result of the efforts exerted and the effective partnership between the Authority and HRDF, and for its contribution to the government’s digital transformation in conjunction with the Global Leap Conference.

The launch of the government software license document is part of the Authority’s efforts to find a unified policy for government requirements to enhance opportunities for reusing government software and accessing and publishing source codes, which opens the field of cooperation among government agencies and unifies standards among them, increases transparency, reduces suppliers’ monopoly and reduces the difficulty of merging software from more than one source.

- **View globally applied practices to develop human skills and capabilities**



To view the best practices applied, mechanisms, and means used in the process of qualifying and developing the skills and capabilities of human capital, and the methods used to support individuals and facilities and raise the skills of employees according to the market needs. A delegation from HRDF chaired by the Fund General Manager, Turki bin Abdullah Al-Jaweni, visited the United Kingdom, during which he viewed the studies of the British labor market, where the currently existing business activities were reviewed, as well as the best practices and the method of business integration between departments in providing support to the beneficiaries of the programs.

The delegation also visited the “Job Center Plus” branch and viewed the work actions and the beneficiary journey of the services provided by the branch, visited the International Trade Administration and held a meeting with officials from the administration of the Employment Studies Institute and another meeting with officials from the administration of Sectoral Skills Councils, as well as officials from the Academy of Technical and Vocational Education and Training.

This visit came in line with the development journey launched by the HRDF in the field of developing skills and raising the level of national cadre capabilities, and improving the quality of programs, services, and initiatives provided by accessing and benefiting from global experiences and experiments and applying them in a way that serves the KSA and its people.



- ◆ Launch the Career Guidance Initiative in universities to empower students and graduates



The Initiative aims to contribute to the alignment of education outputs with the requirements of the labor market and enable students and graduates to identify the skills and needs of the current and future labor sector. The Initiative is based on the importance of partnership and integration with universities to enhance and develop the concept of Career Counselling among students and graduates and contribute, together with universities, to developing their academic and professional capabilities, seeking to increase their employment opportunities in various sectors and specialties of the labor market.

- ◆ Achieve the first rank in the rate of increasing the growth of the workforce on an annual basis



According to the labor market benchmarking report issued by the National Labor Observatory, Saudi Arabia has ranked first in the workforce growth rate outperforming G20 countries for the period between 2012 and 2021. The report follows up on international indicators issued by the International Labor Organization (ILO) and a set of key labor indicators of Saudi Arabia, which includes annual growth of the workforce, participation rate in the workforce, employment and unemployment rates, as well as the rate of those outside education, work, and training.

◆ **Launch the program of supporting the orders delivery activity**



In collaboration with the Ministry of Human Resources and Social Development, the Communications and Information Technology Commission, and Future Work Company, HRDF launched a program to support the self-employment for workers operating in the activity of orders delivery through smartphone applications after confirming the readiness and completing the trial and preparatory period for the program to ensure the quality of service to the beneficiaries to support Saudis working in orders delivery service through applications by providing monthly support from the Fund up to SAR 3,000 according to certain controls and requirements and for a period of 24 months from the official launch date.

◆ **Saudi Accreditation Standards for Legal Practitioners (SASL) Certificate**

The Fund has approved the support of the Saudi Accreditation Standards for Legal Practitioners (SASL) Certificate through the Support Program for Professional Certifications for improving the professional practice environment, increasing national efficiency rates, addressing gaps arising from academic qualification and professional practice, and providing protection for the sector from wrong practices through the development of cognitive, behavioral, analytical, and constructive skills.

◆ **Review the Saudi experience in Saudization and empowerment of the national cadres**



As an extension of the efforts of the HRDF in enhancing international relations and highlighting the efforts of empowering and Saudizing the national cadres, the HRDF leaders met the Bahraini Minister of Labor, Jameel Mohamed Ali Humaidan, and his delegation in Riyadh to discuss the Fund experience in empowering, training, qualifying, and employing the national workforce and support its participation in the labor market.

◆ **Continued Saudization of operation and maintenance contracts**

The HRDF works tirelessly to Saudize operation and maintenance contracts in important jobs to create qualitative and sustainable job opportunities for Saudis who benefit from the initiative of Saudizing operation and maintenance contracts in public entities and companies in which the country contributes at least 51% of their capital. This contributes to providing new and sustainable job opportunities for Saudis, and can enhance their presence and increase their participation in the labor market.

◆ **Continued support for the training and employment of national forces of both sexes**

In integration with the efforts of the Ministry of Human Resources and Social Development to support the Saudization of decisions, increase opportunities for Saudis participation in the labor market, and support gross domestic product, as well as out of the belief of achieving impact and maximizing the use of its programs and initiatives, the Fund, during 2022, invited private sector facilities to benefit from its programs, initiatives, and services by visiting the employers' page in the National Labor Gateway «TAQAT», through its various social media channels, for benefiting more private sector facilities and continuing to empower the sector facilities and develop their performance to support the training, employment, and empowerment of national forces of both sexes in the various professions and activities required by the labor market to achieve the Kingdom Vision 2030.



◆ **Workshop on ways to activate the role of the National Labor Observatory**



With the participation of experts from the World Bank, international labor observatories, officials from many government agencies and consultants, the Fund held a workshop to discuss ways to activate the role of the Fund National Labor Observatory and the strategic position of the observatory to work and agree on its future direction, as well as discussing the existing opportunities to strengthen the observatory role in the labor market data system and key success factors to activate the observatory role and review and detail the needs and priorities of key beneficiaries.

◆ **Memorandum of cooperation with Mukatafa Co. to contribute to training, employment, and human resources sustainability**



The HRDF concluded a memorandum of cooperation with Mukatafa Co., at the Fund headquarters in Riyadh, for developing the human capital in various economic activities in the private sector, unifying the efforts and strengthening cooperation in finding solutions and developing strategies to achieve results by contributing to developing the national economy, raising Saudization rates and sustaining human resources.

◆ **Memorandum of cooperation with King Saud University to support the training, qualification, and employment of university students**



The HRDF concluded a memorandum of cooperation with King Saud University to support the training, qualification and employment of university students and ensure that their professional skills and competencies are aligned with the actual needs of the labor market by benefiting from the Fund programs and enablers represented in Career Guidance “Subol”, On-the-Job Training Program “Tamheer”, and National Platform for Electronic Training «Droob», in addition to making the university data available to the National Labor Observatory for processing and linking them with the labor market data.

The memorandum requires supporting university students to benefit from the «Doroob» program in accordance with the approved controls, conditions, and mechanisms of the Program, through holding training and interactive sessions remotely in various fields and disciplines of the labor market.

◆ **Memorandum of cooperation with Hail University to support the training, qualification and employment of the university students**



The HRDF concluded a memorandum of cooperation with Hail University to support the training, qualification and employment of the university students and ensure that their professional skills and competencies are aligned with the actual needs of the labor market by benefiting from the Fund programs and enablers in the Career Guidance “Subol”, On-the-Job Training Program “Tamheer”, and National Platform for Electronic Training «Doroob», in addition to making the university data available to the National Labor Observatory for processing and linking them with the labor market data.

◆ **National Labor Observatory concludes agreements of cooperation that target sharing data**



The National Labor Observatory concluded agreements of cooperation with a number of government bodies that target sharing data with the Observatory within the Observatory efforts to build strategic partnerships with data owners and those who are related to the workforces. These agreements were based on the Observatory’s role to act as a main and reliable source of data and the labor market insights, as well as its role in limiting the partners’ contribution to Saudization, creating job opportunities, and integration with related internal and external parties. The government bodies that concluded cooperation agreements with the National Labor Observatory were Education Evaluation Commission, Ministry of Commerce, Ministry of Interior, Social Insurance, Ministry. mi of Environment and Water, King Khaled University, and Ministry of Education.

◆ **“Strategic partnership with SABIC”**

As an extension of the strategic partnership between the HRDF and the Saudi Basic Industries Corporation (SABIC), SABIC participated in the forum of “Madinah Meetings 2022” organized by the Fund in the past October 2022 in King Salman International Convention Center at Madinah, as SABIC presented a set of programs through number of ways to develop the skills of the forum visitors, qualify them to the labor market, and contribute to the growth with all development and scientific aspects through a set of training programs and workshops.

◆ **Support agreement with SAMI Figeac Aero Manufacturing to qualify the national cadres in the industry**



To train, qualify, and employ the national cadres to work in the field of manufacture of aircraft fuselages, the HRDF concluded a training support agreement with SAMI Figeac Aero Manufacturing to meet the needs of the industrial sector of qualified and trained national competencies, contributing to achieving the Saudization and sustainability & growth of the local manufacture according to the Kingdom vision 2030.

- ◆ Memorandum of understanding with Saudi Aramco to strengthen the mutual cooperation



The HRDF concluded a memorandum of understanding with Saudi Aramco to strengthen the mutual cooperation to develop the human capital of sectors and activities provided by the SME Development Program in Saudi Aramco (Taleed). The areas of understanding between the Fund and the company focus on four areas including studying the challenges facing the human capital in the sector of SMEs and companies operating with Saudi Aramco.



5/4 Conferences and forums

◆ Organize the first scientific conference for research, studies, and indicators of the labor market



The HRDF, represented by the National Labor Observatory, in cooperation with Princess Nourah Bint Abdulrahman University, organized “the first scientific conference for research, studies and indicators of the labor market: Reality and future orientations” in May 2022 at Riyadh, under the sponsorship of H.E. Minister of Human Resources and Social Development, Chairman of Human Resources Development Fund, Eng. Ahmed bin Suleiman Al-Rajhi.

Objective of the conference:

Highlight the labor market in the Kingdom of Saudi Arabia and extract its current and future indicators and its importance in enabling the labor market in an efficient and effective way through encouraging strong scientific research to participate in the discussion of the current problems of the labor market and future directions in the Kingdom and its interests through giving the opportunity to Saudi and Non-Saudi researchers inside and outside the Kingdom to participate in presenting their proven scientific work.

Main themes

- Regulatory aspects of the Kingdom labor market
- Human Resource and labor market development
- Technology and its impact on the labor market
- Future orientations of the labor market

(131) scientific research papers were provided.

The research papers were approved by (44) arbiters.

Participants in the conference:

- Researchers, specialists, academics, the interested in the labor market, leaders of the labor and employment system, and leaders of government and private sectors.
- The number of attendees was (1,416).
- All winning research papers were printed and registered in King Fahad National Library

Recommendations of the conference:

1. Intensified support of research in the fields of the impact of Saudization policies on the fields related to the labor market, support of small enterprises and its impact on raising the employment ratios.
2. Urge educational and training institutions to activate partnership with the labor market, study the current need for academic majors, and try to foresee the future needs through benefiting from the available databases.
3. Use the Fourth Industrial Revolution data and emerging technologies to prepare educational and training programs to keep up with future jobs.
4. Expand the employment of persons with disability and design qualifying and developing programs that keep up with the labor market needs.
5. Continue to support the specialized scientific events in the development of the labor market in the Kingdom.

◆ Holding the forum of meeting “HRDF” in Madinah



The forum of “HRDF Meetings”, held in October 2022, aims to introduce the programs, initiatives, and enablers provided by the Fund to the customers and beneficiaries of the support services to raise the skills and capabilities of citizens and enable them to seize the job opportunities and investment in the human capital, in line with the current national development plans. The Forum includes a number of government and private agencies and a group of specialists and those interested in human resources development and officials of government sectors related to the labor market.

The forum objectives are to raise the cognitive level of those involved in the labor market through workshops, seminars, awareness-raising and mentoring lectures, achieve positive partnerships with a number of relevant entities in the private sector, and build a database of specialists and those interested in the labor market.

◆ Organize 42 training and developing workshops in Madinah Meetings Forum



The HRDF, in collaboration with the human resources and social development system and private sector partners, organized 42 training and development workshops. These workshops showcased successful models and stories at the Madinah Meetings Forum, with the goal of introducing the job market, providing professional guidance, and promoting personal professionalism. Participants learned practical steps to increase their chances of being selected for job positions. The staff career workshops discuss the stability and career professionalism, rights and duties, job integration, the importance of work-life balance, promotion of career and guiding communication in the work environment.



5 Most prominent work activities of the HRDF related to the vision programs

◆ Human Capability Development Program:

The HRDF contributes to achieving the strategic objectives of programs emanating from Vision 2030, i.e., Human Capability Development Program and National Transformation Program (NTP) where many strategic initiatives have been assigned to the Fund for executing the same in a manner that contributes to achieving the strategic objectives within these programs.

Strategic objectives of the Capability Development Program that the Fund contributes to achieving:

1. Building an integrated learning journey (e.g., clear and comprehensive courses and multi-level alignment)
2. Ensure alignment between learning outputs and the labor market needs.
3. Promote the values of determination and perseverance.
4. Improve young people’s readiness to enter the labor market.

As the Fund undertakes the following initiatives:



Comprehensive Career Guidance



Programs of Guidance and Experience Transfer



Early work



Compulsory Service for jobseekers

The National Development Fund also participates in other initiatives, as two strategic initiatives were assigned to the Fund that belong to the strategic objective.

- Increase women’s participation in the labor market



• The Fund undertakes the following initiatives:

- Support and facilitate women’s transportation (Wusool)
- Provide childcare services for working women (Qurrah)



Most prominent activities of the HRDF to promote the relationship with the Vision 2030 Realization Programs in 2022

01 

Completion of the strategic initiative "Expanding the scope of Vision 2030 Realization Programs" successfully as planned

02 

Launch partnerships with five Vision 2030 Realization Programs

03 

The Fund participation in the National Industrial Development and Logistics Program "Daleel" in its second version, in addition to viewing and adding the Fund programs within the Industrial Investor Journey

04 

Market the Leadership Academy programs for Industrial Valley Facilities in King Abdullah Economic City under the supervision of the National Industrial Development and Logistics Program (NIDLDP)

05 

Develop a cooperation agreement with NIDLDP

06 

Reach an agreement to the benefit of the facilities of the Royal Commission for Jubail & Yanbu through the activation of the On-the-Job Training Program "Cooperative Training" in cooperation with NIDLDP.

07 

Launch work with the statement of the Fund leaders and Pilgrim Experience Program (PEP) for strategic alignment between the two bodies and link the program initiatives with the Fund programs and services

08 

Find solutions to the challenges of PEP service sector facilities through collaboration with the Fund relevant departments

09 

Link the Quality of Life Program initiatives to the Fund programs and services and define 4 initiatives to start work with the program

10 

Invitation and participation of NIDLDP and NTP in the Madinah Meetings Forum to present the directives, achievements, and objectives of the programs

6 Other Achievements

◆ Institutional Excellence and Awards

Obtaining 4 "ISO" certificates

The HRDF obtained 4 international accreditation certificates from the International Organization for Standardization (ISO) as a result of meeting all the requirements for obtaining such certificates. Granting the International Organization for Standardization (ISO) the international accreditation certificate to the Fund is considered a culmination of the Fund efforts in achieving the global standards in exchange for its ongoing development efforts in developing and improving work actions and beneficiaries' satisfaction.

◆ Certificates:



In respect of the rules of conduct of an organization in dealing with customers



In respect of dealing with the customers' complaints



In respect of regulating the settlement of disputes with customers outside an organization



In respect of measuring, analyzing, and controlling the customers' satisfaction.

• Governance, Risks and Compliance Department

The General Department for Governance, Risk and Compliance was established according to the organizational structure adopted in 2021 to exercise the functions entrusted thereto in accordance with the adopted roles and responsibilities. The Department is concerned with many functions related to the governance of the HRDF business in terms of the adoption of manuals and procedures regulating the governance. The Department also measures, evaluates, and manages various risks in the Fund, and develop the necessary strategies to address them and follow the implementation of these strategies in coordination with the various administrative units in the Fund. The Department also ensures the alignment of all of the Fund processes and procedures with the regulations and instructions issued by legislative entities, makes periodic checks, make recommendations and proposals and participates in the development of the Fund policies and procedures. The Department also contributes to the development of all necessary procedures and plans to preserve the Fund reputation and image, ensures the safety of life and property, and confirms the provision of services to all customers with flexibility in times of crises, disasters, and emergencies.

Among the most prominent work activities of the General Department for Governance, Risk and Compliance in 2022 are the following:

1. The General Department for Governance, Risk and Compliance conducted several awareness-raising campaigns. In this regard, a number of awareness-raising workshops have been held. In addition, in cooperation with the Oversight and Anti-Corruption Authority, the Department implemented a number of workshops. Several awareness-raising messages have been published periodically, including the role of the business continuity department.
2. The General Department for Governance, Risk and Compliance reviewed the newly issued or recently amended policies, procedures and documents, which amount to (75) policies. The Department also provided support for the review of consultations submitted by 72 sectors and departments.
3. The Governance Department supervised and managed the project of developing and preparing the matrix of powers to formulate the authorization policy and procedures, which was adopted at the first meeting of the Board of Directors in 2023.
4. The Governance Department supervised and managed the project of reviewing the governance of companies owned by and affiliated to the Fund, which evaluates governance practices and identifies deficiencies, and then makes recommendations required to raise the level of governance in the affiliated companies whose outputs will be approved by Q2 of 2023.
5. The Governance Department evaluated the governance of the HRDF, identified deficiencies and followed up with the relevant departments to correct them to reach the required maturity level in the governance practices.
6. The Governance Department reviewed the charters of committees in cooperation with the committees related to preparing a work charter of committees, and accordingly, 8 work charters of the standing administrative committees have been adopted and circulated.
7. The Risk Department prepared risk registers for 13 sectors with a total of 559 risks, and accordingly, current controls and future risk-management plans have been made.
8. The Risk Department prepared risk registers for 7 Fund programs with a total of 305 risks, and accordingly, current controls and future risk-management plans have been made.
9. The Compliance Department updated the database to include 540 relevant ministerial regulations and resolutions. Its role was to receive, follow up and process (74) letters containing the requirements of the regulatory and supervisory entities.
10. The Business Continuity Department has been introduced to exercise the roles and functions assigned thereto.
11. The Business Continuity Department assessed gaps in the current status of the Business Continuity Department and developed a roadmap to achieve compliance with international standards ISO 22301 and the requirements of the Digital Government Authority.

• National Center for Archives and Records

- Approve the list of specialized documents by the Chief of the Royal Court and the Chief of National Center for Archives and Records.
- Submit a purchase request for the translation of regulatory documents into English, as the National Center for Archives and Records was provided with a copy thereof.
- Publish a set of documentary awareness messages through internal communication.
- Approve the RFP for the project of “Documents, Archives, Administrative Communications, and Electronic Archives Management System” by the National Center for Archives and Records.
- Prepare the coding plan for the departments of the HRDF in line with the classification plan issued by the National Center for Archives and Records.
- Transfer 370 documents to the Centre according to the transferring regulations:

Number of Files	Departments
Riyadh branch	75
Procurement and contracts follow-up	185
Development of training programs	58
Strategy	16
Human capital	4
Public services	7
Empowerment Program	25

- Finalize the Fund administrative documentation and send it to the National Center for Archives and Records.
- Carry out joint work with the relevant departments in terms of the Fund strategy.
- Completion of counting all HRDF documents

Place	Number of documents
Archive of the main building	5,543,500
East Riyadh warehouse	5,424,000
Branches of the HRDF	2,450,000

- Finalize the indexing of 283 files within the archive.
- Provide the departments with documents and lend them according to the regulations

Departments	Number of financial documents
Financial Dep.	2
Procurement Dep.	7
Legal Dep.	1



• Data Management Office

In compliance with the Royal Order, the Data Management Office was established in 2022, designing a data governance framework that ensures alignment with the controls and specifications of the National Data Management Office to achieve compliance with legislative bodies.

- The Office also develops policies and procedures to achieve data governance and management, taking into account the benefit of data for various departments of the HRDF by handling business intelligence requests and data-sharing agreements with third parties.
- Meetings were also held with all HRDF departments to understand the current challenges and data requirements at the Fund level.
- The HRDF data maturity level was also evaluated in 14 areas of data management and governance for developing governance commensurate with the Fund requirements.
- The Data Management Office has identified business representatives for various sectors.
- Develop strategic performance measurement indicators.
- Identify and prioritize initiatives and projects to be implemented by the HRDF.
- Identify the requirements of functional data of the Data Management Office.
- Supervise the processing of data requests.
- Develop reports to support decision-making from various departments, where over 500 applications have been processed.

- The data governance framework has been designed and therefore the policies and procedures of the Data Management Office are being developed.
- The Fund Data Management Office also fulfilled the requirements for compliance with regulatory policies and standards issued by the National Data Management Office for the first priority.
- The requirements of the Digital Government Authority were met regarding the measurement of the 10th maturity level.
- The office monitors data governance processes and personal data protection and addresses violations.
- Promote awareness of the HRDF staff through awareness-raising campaigns.
- Nearly 200 data use cases have been detected and workshops were held to prioritize HRDF data use cases to be included in the data strategy.





Conclusion:

In conclusion, we hope that we have successfully discussed a summary of the most prominent achievements and work activities of the Human Resources Development Fund and provided a comprehensive view of the substantial role that the Fund plays to contribute to developing the human capital in the Kingdom of Saudi Arabia, by highlighting the Fund strategic objectives and initiatives, and the most prominent tasks, programs, and services that the Fund provides to beneficiaries in the private sector, targeting the development of new and promising sectors. We continue, Allah willing, to achieve the HRDF goals and invest all available opportunities to achieve the aspiration of the wise leadership in accordance with the directions of the Kingdom's Vision 2030.

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