

تمكين التغيير، تحقيق التأثير.

إدارة استمرارية الأعمال - العرض الفني لعام ٢٠٢٥ للشركة السعودية للرقابة الشاملة
على التقنية والأمن (وقاية)

WE DON'T JUST CONSULT, WE IMPLEMENT

Simplifying Success for Every Organisation



مرکز وقاء | WEQAA CENTER

المركز الوطني للوقاية من الآفات النباتية والأمراض الحيوانية ومكافحتها
National Center for the Prevention & Control Of Plants Pests & Animal Diseases



00

THIS IS FLEXSHIELD SOLUTION

جدول المحتويات

مقدمة

ملخص تنفيذي

ملفنا الشخصي

نهجنا ومنهجيتنا: نطاقك وفهمنا

نهج مفصل لتسليم الإعارة

مزايا إضافية أو قيمة مضافة

أوراق اعتمادنا وقصص نجاحنا

نبذة عن استشارات BCM

مخرجات المشروع والجدول الزمني للتنفيذ

01

THIS IS
WHO

المقدمة

رسالة رئيس مجلس الإدارة فهد بن ثيان آل ثيان



السلام عليكم ورحمة الله وبركاته، وبعد... دخلت الشركة الوطنية للبناء والتسويق عامها الثالث والعشرين، وقد وضعت خططاً واعدة لتطوير استثماراتها بما يتماشى مع رؤية المملكة الطموحة ٢٠٣٠، التي تهدف إلى تطوير الجوانب الاقتصادية والاجتماعية للمملكة. وخلال السنوات القادمة، ستثبت الشركة الوطنية للبناء والتسويق أقدامها في القطاع التجاري المتعلق بمواد البناء من خلال استثمارها المباشر في هذه الصناعة. كما تطمح الشركة إلى الاستثمار في عدة مجالات اقتصادية، بما يشجع القوانين المنظمة لهذه القطاعات، ويوفر فرصاً استثمارية كبيرة للقطاع الخاص. ونحن على ثقة بأننا، بعون الله، سنحقق للشركة استقراراً مالياً ونموً كبيراً يصب في مصلحة المساهمين خلال السنوات القليلة القادمة. وأغتتم هذه الفرصة لأتقدم بخالص الشكر والدعاء لمقام خادم الحرمين الشريفين وسمو ولي عهده الأمين لما تشهده المملكة من نقلة نوعية في مختلف القطاعات التي تصب في مصلحة المواطنين وتحقق رفاهيتهم على المدى الطويل. والله الموفق.

الدرع المرن (فليكس سوليوشنز)

شركة فليكس سوليوشنز هي شركة مساهمة مقفلة، وهي جزء من الشركة الوطنية للبناء والتسويق (رقم التسجيل ٩٥١٠) المدرجة في تداول برأس مال قدره ١٢٠ مليون ريال سعودي. نوفر لعملائنا شريكاً موثقاً به، نساعدهم في تحديد المخاطر وفهمها، وتنمية موارد فرقهم، واكتشاف الهجمات والاستجابة لها، وتوحيد جهود المؤسسات حول أهداف أمنية لتسريع عملية تحول أعمالهم.



50+ Employees



50+ Completed Projects



3+ Contents

شركة استشارات إدارية عالمية متخصصة في
الاستشارات المتعلقة بالتغيير والمخاطر
والتكنولوجيا



75+ Specialist Workers (SME)



70+ Happy Clients



50+ Completed Projects



3+ Contents



30+ Years Of Excellence



الذراع الاستشاري لشركة FlexSolution



Dr Shahid
Enterprise
Architect
Advisory Head



NEIL CAMPBELL
ESG/Sustainability



Ahmed Sheikh
Transformation
& PMO Advisory
Head



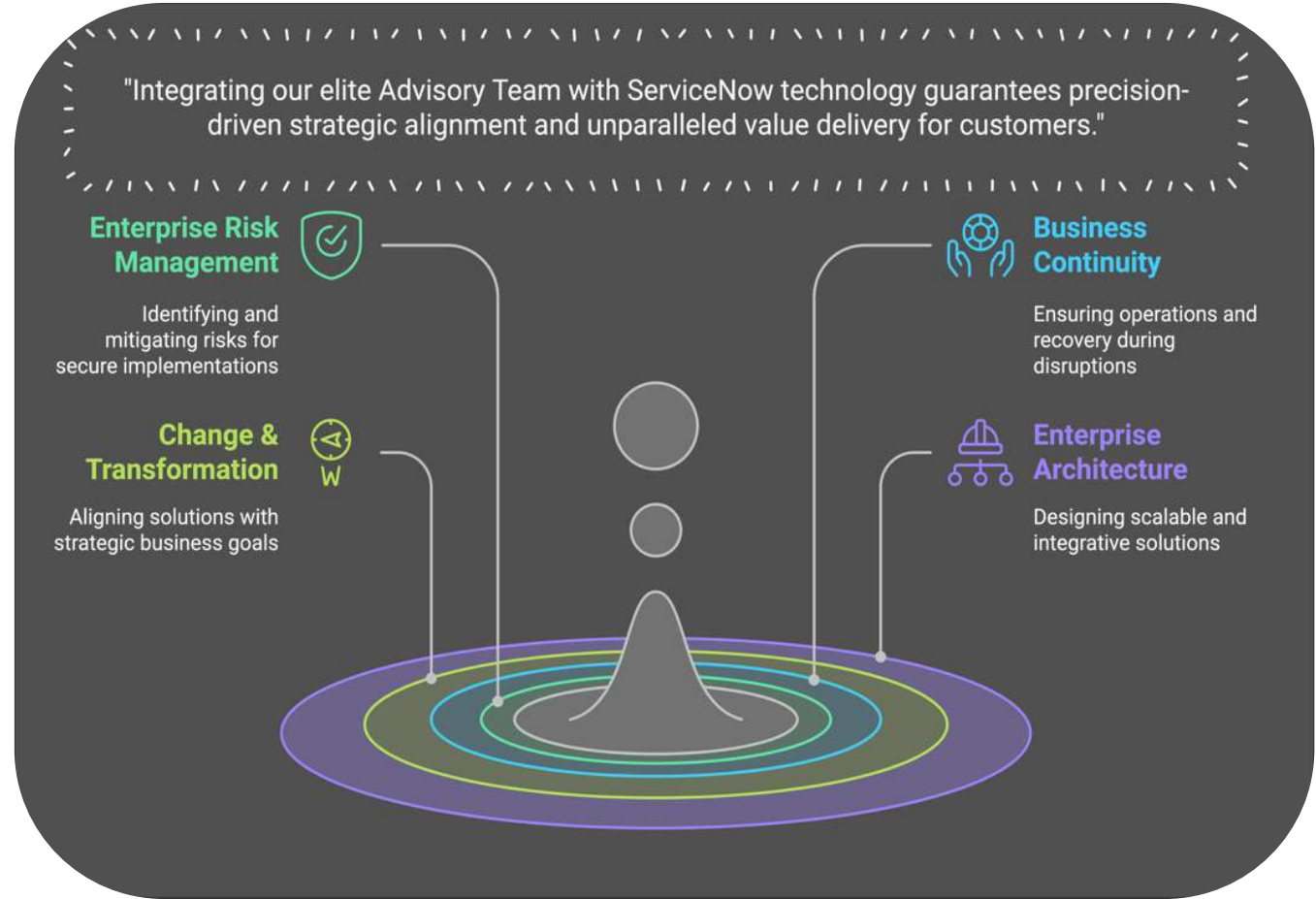
Javed Abbasi
ISO
Lead Advisor



SIMON CHRISTOPHER
Compliance Advisory



John Ross
Technology Risk
Advisory



02

THIS IS
WHAT

الملخص التنفيذي

الملخص التنفيذي



فريق فلكسشيلد سوليوشن يدعم الجهات الحكومية في مجالات التكنولوجيا، والسلع الاستهلاكية السريعة، والقطاع المصرفي منذ سنوات عديدة في المملكة



من خلال تنفيذ عدد من المبادرات التي تغطي إدارة استمرارية الأعمال، وحلول التعافي من الكوارث، والعمليات، والتقنية، والحوكمة، والاستراتيجية، والمخاطر، والامتثال التنظيمي. وبفضل هذه الخبرة، تقدم فلكسشيلد سوليوشن فهماً عميقاً لثقافة القطاع العام، والأنظمة، واللوائح، والحوكمة، وهندسة البيانات.



كما نتمتع بعلاقات قوية مع جميع قطاعات الجهات الحكومية، وشركات صندوق الاستثمارات العامة، والقطاع الخاص، مما يعني أن فريقنا قادر على البدء مباشرة في التنفيذ.



هذا المقترح يهدف إلى بناء، وتقديم المشورة، ودعم برنامج استمرارية الأعمال لوقاء، بما يشمل مراجعة هيكل الحوكمة، والترتيبات، وإدارة المخاطر ذات الصلة، والامتثال للأنظمة والممارسات الفضلى المعتمدة في المملكة، وعند الاقتضاء، على المستوى العالمي.



الملخص التنفيذي



تسعى وقاء إلى تنفيذ نظام إدارة استمرارية الأعمال (BCMS) كحد أدنى، وفقاً للمواصفات الموضحة في المعيار ISO 22301، والهيئة الوطنية للأمن السيبراني (NCA)، وأفضل الممارسات المحلية مثل إرشادات البنك المركزي السعودي (SAMA) المتعلقة باستمرارية الأعمال والتعافي من الكوارث.



ينبغي أن يشمل ذلك جميع المبادرات المتعلقة بالمكتب الرئيسي لوقاء في الرياض. يتم تحقيق المتطلبات من خلال تنفيذ المراحل التالية:

- إجراء تخطيط استمرارية الأعمال
- تنفيذ تحليل تأثير الأعمال وتقييم المخاطر
- تطوير خطط استمرارية الأعمال
- صيانة استمرارية الأعمال والتحسين المستمر
- تصميم نهج تكاملي بين المعايير والعمليات الإدارية المختلفة



التدريب

نحن ندرك أهمية هذا التفويض بالنسبة لوقاء، بما في ذلك الجداول الزمنية المتوقعة للتنفيذ.



الإطار الزمني المقترح لإتمام جميع المراحل هو خلال ١٢ شهراً.



03

THIS IS
WHO

ملفنا الشخصي

ملفنا الشخصي لماذا الدرع المرن (فلكسشيلد سوليوشن)

كيف.

من خلال طرح سؤال "لماذا" على عميلنا حول
سبب التغيير،
نساعدهم على ضمان تحقيق نتائج ناجحة
ومستدامة.

لماذا.

نحن نتميز بجرأتنا في الاختلاف؛
نهدف إلى كسر التفكير التقليدي وجعل
حوكمة المؤسسات، وإدارة المخاطر،
والامتثال، واستمرارية الأعمال والتحول
التشغيلي
أقرب إلى الإنسان وأكثر إنسانية في تجربتها
وتنفيذها.



ماذا.

نرشد العميل خلال رحلة التحول
المرتبطة باستمرارية الأعمال،
بفضل خبرات فريقنا الذين خاضوا نفس
التجربة وساروا على نفس الدرب.

Our Profile

Flexshield Solution Specialist practice

Creating solutions that deliver successful outcomes across the entire operations that require constant change & transformation spectrum. It's what we do.

Organisational Effectiveness

Structure, resilience and ability to service customers in a sustainable manner

BCMS incl. framework, TOM
(Target Operating Model)
Organisational Redesign
Process Design
Regulatory Compliance

Transformation Capability

Seamless solutions to manage transformational change across business and technology

Portfolio Management
Agile Adoption
Change Management
Transformation Office

Finance & Risk Optimisation

Modernised and streamlined finance & risk functions to provide best in class services

Cost Performance
Risk & Assurance
Data & Reporting
Regulatory Change

Business Systems

Systems designed to enhance business performance and user experience

Business Mapping
CRM
ERP
HRIS

Digital Ecosystems

Digital transformation solutions that are aligned to the strategic objectives of organization

Cybersecurity
Cloud Solutions
Data
RPA & AI

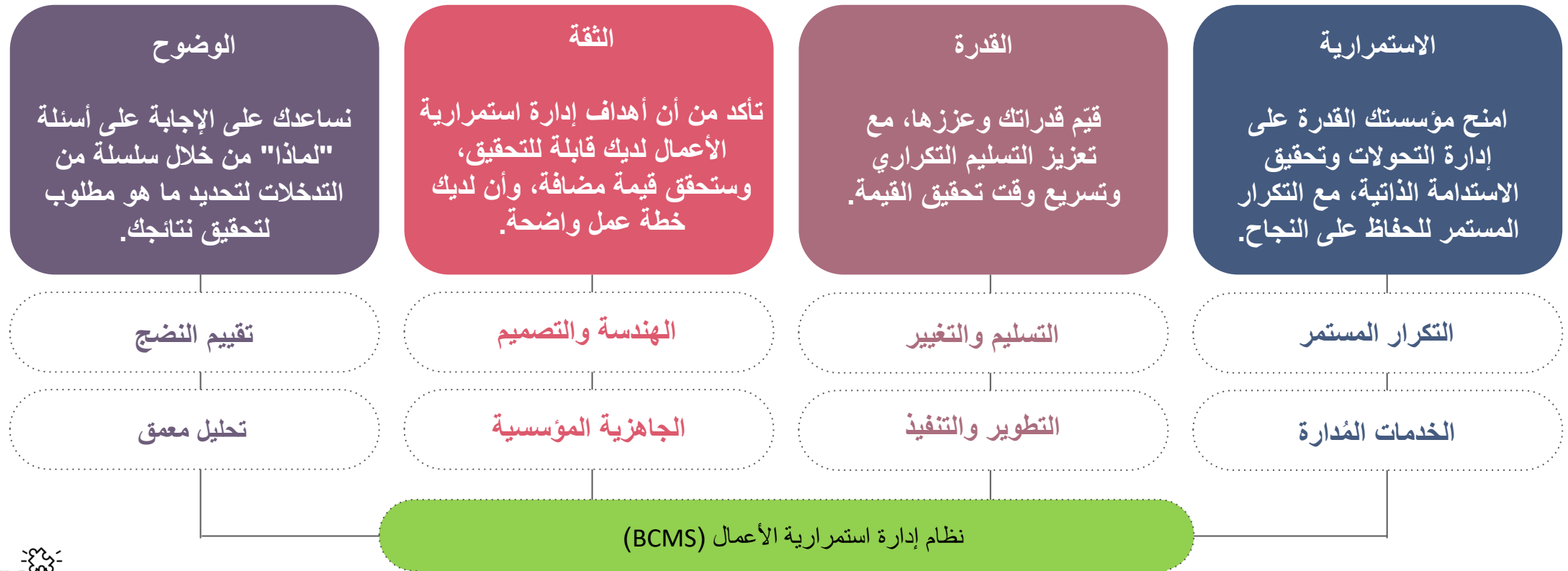
04

THIS IS
HOW

منهجيتنا وطريقتنا:
نطاقكم... وفهمنا الكامل له

إدارة استمرارية الأعمال (BCM) الأسس الأربعة للنجاح.

تحسين إدارة استمرارية الأعمال ليس عمليةً خطية. في أي مرحلة من مراحل العملية، قد تظهر مجموعةً معقدة من المتغيرات التي تتطلب الفهم والتدخل.



إدارة استمرارية الأعمال نموذج التشغيل المستهدف لدينا



الاكتشاف

نُدرِك التحديات العديدة التي تواجهها المؤسسات عند محاولة تحديد وتأسيس وضعها في أمن المعلومات، والذي يتعرض باستمرار لضغوط بسبب اللوائح المتزايدة والمشهد المتغير باستمرار.
نحن هنا لتخفيف هذا العبء عنكم.



نصيحتنا

تتطلب المؤسسات الآن المزيد من الجهد لفهم أمن المعلومات والدفاع ضد التهديدات التي تواجه أعمالها. يمكن لخدمات الاستشارات أن تخفف هذا الضغط عبر مجموعة واسعة من مواضيع أمن المعلومات.
يملك مستشارونا سنوات من الخبرة الاستشارية عبر مختلف الصناعات. نقدم خدمات استشارية مخصصة تشمل عدة مجالات متعلقة باستشارات الأمن السيبراني، بما في ذلك الحوكمة، وإدارة المخاطر، والتوعية، والدفاع المتعمق. نلتزم بالتميز وسنسعى دائمًا لتلبية أو تجاوز توقعاتكم.



التنفيذ

يتكون الأمن في نقاط التحكم من تقنيات وقائية مادية وبرمجية عند حدود الشبكة لضمان السرية والتكامل وتوافر المعلومات والخدمات.
تُعد دفاعات الأمن خط الدفاع الأول ضد تهديدات معلومات الأعمال. إذا لم يتم تكوين الأجهزة بشكل صحيح، فقد تفتح المجال للمهاجمين. نقوم بتنفيذ حلول أمنية تتبع العمليات الداخلية الخاصة بكم ونهج Flexshield الفريد في تقديم الأمن.



التشغيل

في Flexshield Solution، نفهم التغير المستمر في مشهد الأمن السيبراني. تظهر الثغرات يوميًا، مما يزيد الحاجة إلى برنامج ناضج ومتكامل لإدارة الثغرات الأمنية. يجب على المؤسسات ضمان حماية المعلومات الحساسة ومنع المخاطر من الاستغلال من قبل الجهات المهاجمة.
نقدم مجموعة من الخدمات للمساعدة في تأمين بيئتك ومنع الاستغلال ضد شبكتكم.



الضمان

رغم الطبيعة التقنية للأمن السيبراني، لا يمكن تحقيق أمن المعلومات الكامل إلا من خلال ضمان وجود حوكمة فعّالة، وتقييم للمخاطر، وتطبيق للائمتثال. تُطالب الإدارة بشكل متزايد بإثبات أنها وضعت إطار عمل فعال لتوجيه تطوير برنامج شامل لأمن المعلومات يدعم أهداف المؤسسة.

نطاق إدارة استمرارية الأعمال

يعد إطار عمل إدارة استمرارية الأعمال (BCM) حجر الزاوية في استراتيجية المرونة للمؤسسة ، حيث يوفر نهجا منظما للاستعداد للاضطرابات والاستجابة لها والتعافي منها.

الأهداف الرئيسية:

ضمان استمرارية التشغيل أثناء الأحداث غير المتوقعة.

تقليل وقت التوقف عن العمل والخسائر المالية.

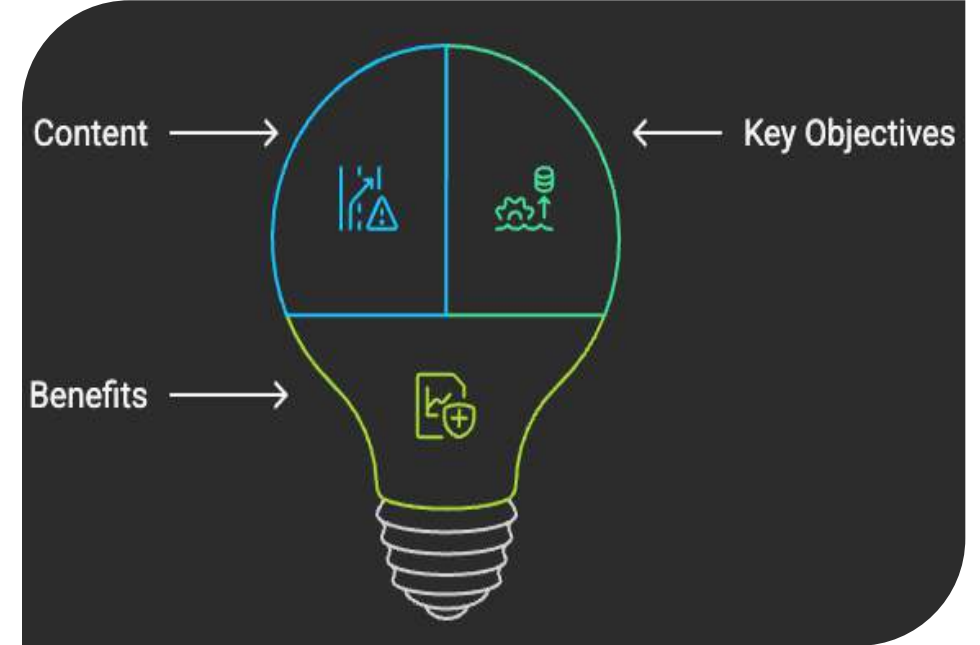
حماية مصالح أصحاب المصلحة والحفاظ على السمعة.

فوائد:

يعزز المرونة التنظيمية.

يتماشى مع المعايير الدولية (على سبيل المثال ، ISO 22301).

يدعم الامتثال التنظيمي وإدارة المخاطر.



المكونات الأساسية لإطار عمل إدارة استمرارية الأعمال

إدارة الحوادث:

يحدد بروتوكولات تحديد الاضطرابات وإدارتها والتخفيف من حدتها.

إنشاء قنوات اتصال واضحة وإجراءات تصعيد.

التحسين المستمر:

ينفذ آليات للتكيف مع المخاطر المتطورة واحتياجات العمل.

يضمن التوافق المستمر مع أفضل الممارسات والمتطلبات التنظيمية.

العنوان: العناصر الرئيسية لإطار عمل إدارة استمرارية الأعمال

التزام الحوكمة والقيادة:

تلعب الإدارة العليا دورا محوريا في تحديد نطاق وأهداف وسياسات برنامج إدارة استتصار استمرارية الأعمال.

تعيين الأدوار والمسؤوليات لاستمرارية الأعمال.

يضمن تخصيص الموارد الكافية.

تقييم المخاطر وتحليل التأثير:

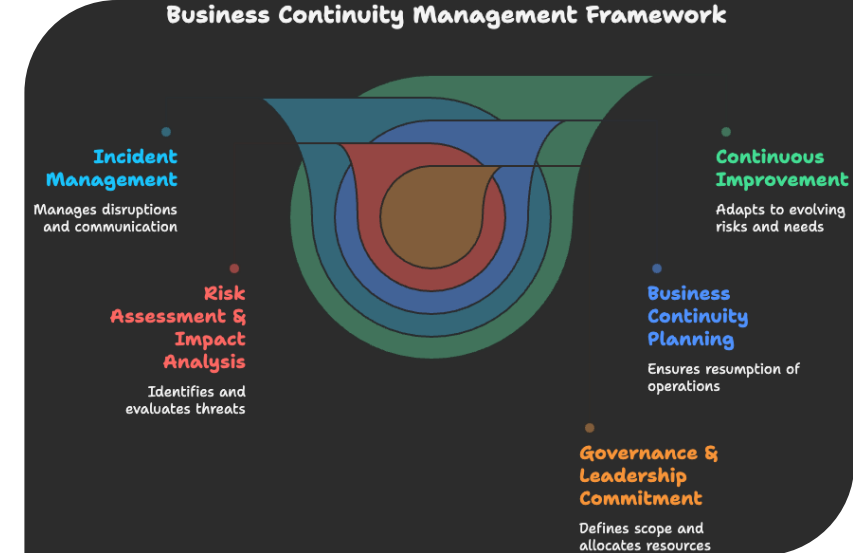
يحدد التهديدات المحتملة ويقيم تأثيرها على العمليات التجارية الهامة.

يعطي الأولوية للوظائف بناء على أهداف وقت الاسترداد (RTOs) وأهداف نقطة الاسترداد (RPOs).

تخطيط استمرارية الأعمال:

يضع خططا مفصلة لضمان استئناف العمليات الحيوية.

يتضمن استراتيجيات للوقاية والاستجابة والتعافي.



تطوير استراتيجية شاملة لإدارة استمرارية الأعمال

المواءمة مع شهية المخاطر:

تعمل استراتيجية إدارة استمرارية الأعمال (BCM) على مواءمة أهداف التعافي (RTOs و RPOs) مع مستوى تحمل المؤسسة للمخاطر. وتركز الموارد على حماية الوظائف الحيوية للأعمال.

أساليب التعافي:

إجراءات وقائية: تنويع الموردين، تطبيق ضوابط الأمن السيبراني، الحفاظ على مصادر طاقة احتياطية.

خطط الاستجابة: معايير التفعيل، تصعيد الحوادث، تقييم الأضرار.

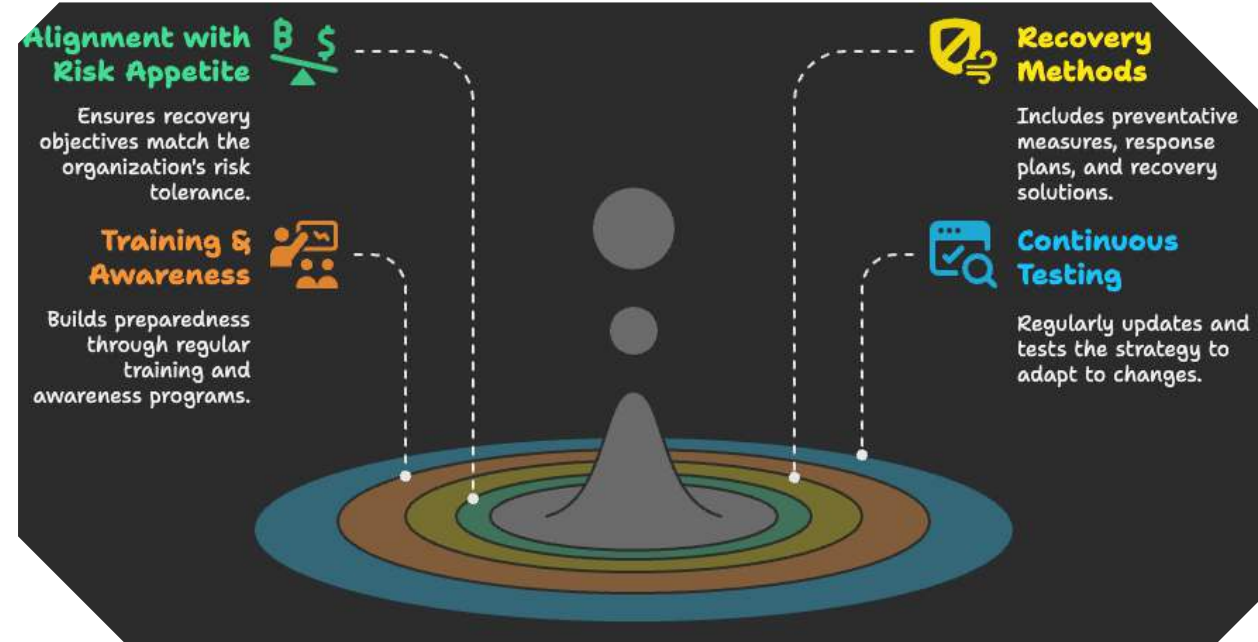
حلول التعافي: استراتيجيات المواقع البديلة (مثل: ترتيبات العمل عن بُعد، أو مواقع التعافي من الكوارث).

التدريب والتوعية:

جلسات تدريب منتظمة وتمارين محاكاة لبناء الجاهزية. تعزيز ثقافة الوعي باستمرارية الأعمال على جميع مستويات المؤسسة.

الاختبار المستمر:

إجراء اختبارات دورية وتحديثات مستمرة لتعكس التغيرات في العمليات، أو المخاطر الجديدة، أو المتطلبات التنظيمية



تنفيذ الاستجابة الفعالة للحوادث وإدارة الأزمات.

تعزيز القدرة على الصمود من خلال الاستجابة للحوادث وإدارة الأزمات

خطة الاستجابة للحوادث:

الإجراءات الفورية لاحتواء الحوادث وتقييمها وحلها (مثل الهجمات الإلكترونية والكوارث الطبيعية).

الأدوار والمسؤوليات وبروتوكولات الاتصال المحددة بوضوح.

إجراءات التصعيد لضمان سرعة اتخاذ القرار.

خطة إدارة الأزمات:

يعالج التحديات التنظيمية الأوسع نطاقاً، بما في ذلك التواصل مع أصحاب المصلحة وإدارة السمعة.

يوفر التوجيه الاستراتيجي أثناء الأحداث عالية التوتر.

المكونات الرئيسية:

تحديد السيناريوهات المحتملة وإنشاء فرق الاستجابة.

استراتيجيات اتصال داخلية وخارجية محددة مسبقاً.

تدريب منتظم وتمارين قائمة على السيناريو لتحسين الخطط.

Date | March 2025



ضمان الاستعداد من خلال الاختبار والتدقيق وإصدار الشهادات

اختبار وممارسة BCPs:

يضمن الاختبار المنتظم فعالية خطط استمرارية الأعمال.

أنواع التمارين:

تمارين الطاولة: جلسات قائمة على المناقشة لتحديد القضايا.

التمارين الوظيفية: اختبار عناصر محددة من الخطة.

عمليات المحاكاة واسعة النطاق: سيناريوهات الاضطراب في العالم الحقيقي التي تشمل أصحاب المصلحة الرئيسيين.

مراجعات واستخلاص المعلومات بعد التمرين لاستخلاص الدروس المستفادة وتحسين الخطط.

التدقيق الداخلي والمراجعة الإدارية:

التقييم المنهجي لعمليات وسياسات وإجراءات إدارة استمرارية الأعمال.

يحدد مجالات عدم الامتثال أو أوجه القصور أو الثغرات.

تقوم مراجعات الإدارة بتقييم الأداء العام واتخاذ قرارات استراتيجية للتحسين.

دعم الشهادات:

يدل الحصول على شهادة ISO 22301 على الالتزام بالمعايير العالمية.

تتحقق عمليات التدقيق الخارجية من التوافق مع متطلبات ISO 22301.

يعزز ثقة أصحاب المصلحة ويعزز الفعالية التشغيلية.

التحسين المستمر:

يضع معياراً لعمليات التدقيق المستقبلية ويضمن التوافق المستمر مع أفضل الممارسات.

Cycle of Business Continuity Improvement



فهمنا لنطاق وقاء لإدارة استمرارية الأعمال

يتطلب تطوير قدرة فعّالة لإدارة استمرارية الأعمال لوقاء استخدام كلٍ من **منهجية موثوقة لاستمرارية الأعمال** وفهم **قائم على المخاطر للتنفيذ**، يُعد إنشاء بيئة من الفهم لجميع جوانب إدارة استمرارية الأعمال أمرًا حيويًا للحصول على دعم أصحاب المصلحة الرئيسيين وموافقتهم.

سيكون تركيزنا الأولي هو **التفاعل مع قيادات وقاء، وتقديم رؤى تفصيلية** حول متطلبات البرنامج وخيارات التنفيذ المستقبلية. نظرًا لمكانة وقاء في المملكة العربية السعودية وبعد إدخال المعيار المحلي لاستمرارية الأعمال، ندرك أهمية **التنفيذ الشامل**.

سنعاون مع إدارة وقاء في **جميع جوانب التخطيط، لضمان تلبية التوقعات**. نهجنا المرحلي في **تصميم وتنفيذ** نظام إدارة استمرارية الأعمال وعملياته سيضمن لنا تقديم **أقصى قيمة لوقاء**، مع ضمان تلبية متطلبات **التنظيم وأفضل الممارسات**.

لقد تعلمنا من خلال خبرتنا الواسعة محليًا وعالميًا أنه لا يوجد نهج واحد يناسب جميع المؤسسات، هدفنا هو ضمان أن يكون لدى وقاء برنامج استمرارية أعمال ملائم ومستدام، عند إتمام فترة التفويض.



05

THIS IS
HOW

Detailed delivery
approach

Business Continuity Planning & Governance

Overview of Activity

The first activity of this phase will be to agree the precise scope of the secondment with Weqa and from this produce a detailed secondment plan for the six phases.

The objectives of installing a Business Continuity Management System are to:

- provide an ability for Weqa to continue operations during a disruptive event;
- provide guidance to Weqa on the successful implementation of recovery strategies during a disruptive event;
- provide a framework for assurance of the Business Continuity capabilities of Weqa which is inline with local regulation and best practices;

This Phase of the BCMS for Weqa involves laying appropriate foundations for a successful programme. This will commence with the establishment of a Business Continuity Management Committee to act as the accountable body for the success of the programme. It also includes a Business Continuity Management Policy for Weqa to provide guiding principles and accountabilities for Business Continuity Management underpinned by a comprehensive Business Continuity Management Framework and toolset aligned to ISO 22301, NCA and SAMA guidelines on BCM. The BC policy is the key document that sets out the scope and governance of the BCM programme and reflects the reasons why it is being implemented.

As part of this phase, we will make sure the Weqa BCM Team have the necessary initial BCM training to ensure that their involvement going forward on the secondment is both beneficial and productive. Upon completion of the secondment the individuals will be fully conversant with the methodology to be able to maintain the BCMS going forward.

Key Requirements & Deliverables

- Assist in defining Business Continuity Scope Statement & Weqa Business Objectives
- Identify legal and regulatory, stakeholders and business partner requirements
- Define Roles and Secure Management Commitment
- Weqa BCM Implementation Team Training

Deliverables

- Project Plan & Charter
- Current Status and Gap Assessment Report based on ISO 22301, NCA and SAMA.
- A comprehensive Roadmap for BCM implementation path
- BCM Policy, Manual, Governance Framework & Procedures. This includes:
 - scope and objectives
 - roles & responsibilities

Phase Benefits

- A clear understanding between Weqa and Flexshield on the timeframe, activities, and responsibilities, for the delivery of the BCM programme
- A Business Continuity Programme that is aligned to business strategy and objectives.
- This ensures the strategy driving BC solutions and planning delivers actual business value and gives stakeholder value.
- A defined Business Continuity Policy delivers a formal structure and rules to which the programme should be run.
- A clearly defined BCM governance structure that is aligned to current working practices.
- A full transfer of knowledge through training sessions

Business Impact Analysis & Risk Assessment

Overview of Activity

The Business Impact Analysis (BIA) is the foundation on which the whole BCM process is built. It identifies, quantifies and qualifies the business impacts of a loss, interruption or disruption of business activities on an organization and provides the data from which appropriate continuity strategies can be determined. A BIA can be used to identify the timescale and extent of the impact of a disruption at several levels in an organization. For example, to examine the effect of:

1. Strategic: The loss of the ability to deliver each product or service – to assist in deciding the scope of the BCM programme.
2. Tactical: An interruption to the internal and external activities that would disrupt the delivery of products and services – to provide the information for selection of continuity options and their resource requirements.
3. Operational: A disruption of a business area's activities – to assist the preparation of a detailed plan for the department

The purpose of evaluating threats is to identify measures that can be put in place to reduce the likelihood of interruption to the organization's most urgent activities and the impact, should the risk be realised.

The process of evaluating threats uses risk assessment techniques to identify unacceptable concentrations of risk to activities, and single points of failure, and identifies measures that can be put in place to lower the likelihood of disruption to them. The BIA documents the impacts over time that would result from a business interruption, and identifies both the urgency of product and service delivery and the activities which enable that delivery. This allows mitigation measures to be targeted at the most urgent activities within the organization thus improving the likely return on investment and minimal impact during disruption.

Key Requirements & Deliverables

- Develop Business Impact Analysis Methodology
- Develop Risk Assessment and Management Methodology
- Conduct Business Impact Analysis
- Produce Risk Register and Risk Assessment Report

Deliverables

- Model and Methodology of Business Impact Analysis (BIA)
- Business impact analysis and assessment of risks and threats
- A consolidated report presenting the results of business impact analysis and risk assessment
- BIA Template & Impact Matrix, Risk Assessment Methodology

Phase Benefits

- Delivery of a high-quality Business Impact Analysis and Continuity Requirements Analysis to support the effective prioritization of recovery initiatives
- Visibility on most critical activities and services
- Knowledge of risks to identified critical services and activities
- Management awareness of the high priority services and dependencies throughout Weqa

Risk Treatment & Statement of Applicability

Overview of Activity

Upon identifying and assessing risks within Weqa, it is crucial to determine the treatment strategy to respond to the populated risk profile. The risk treatment strategy is a function that interdepends on approved risk appetite and assessment criteria.

There are multiple options while developing a strategy to respond to risks. For instance, an organization may follow the following possible treatment strategies (a.k.a the 4Ts options):

Tolerate: this risk response strategy encompasses the acceptance of risks as long as they fall within acceptable risk tolerance limits.

Terminate: this risk response strategy entails unaccepting risks by eliminating its causes as long as it is affordable from organizational strategy perspective.

Transfer: this risk response strategy is applicable for transferable/ shareable risks (risks that could be split in impact by certain forms of treatment strategy (e.g. insurance/ subcontracting, etc...))

Treat: as a challenging option, the risk treatment strategy is required to address risks that exceed risk thresholds. This form of strategy could be achieved by either introducing new controls to lower the likelihood of risk occurrence; or by adopting mitigation strategies to lower the impact magnitude of risks. In both cases, this option entails lowering the risk score towards acceptable limits.

The process of risk treatment may result in list of initiatives/ secondments to address risks. In addition, this crucial module of the risk management cycle heavily depends on well defined and approved risk appetite and assessment criteria at Weqa to form the basis and guideline of risk treatment options.

Conduct Continuity Resource Analysis (CRA) required during disaster to reduce business impact and summarize the requirements for the Weqa.

Key Requirements & Deliverables

- Develop Risk Treatment Options
- Develop Risk Treatment Plan

Deliverables

- Risk Treatment Options
- Risk Treatment Plan covering all key risks contained in the Risk Register.
- Update or recommendation changes and revisions to department Risk Register
- BIA and CRA Report

Phase Benefits

- Identification of alternative appropriate actions for managing risks, the evaluation and assessment of their results or impact and the specification and implementation of the risk treatment plan.
- The development of a risk treatment plan that sets the necessary priorities and clearly identifies the order in which individual risk treatment options should be implemented.

Business Continuity Plan

Overview of Activity

Identifying and Selecting Strategies identifies the strategies that are available to support the continued delivery of Weqa's products and services within their already defined Maximum Tolerable Period of Disruption (MTPoD) and Maximum Tolerable Data Loss (MTDL). It evaluates the advantages and disadvantages of each strategy, agrees the most appropriate strategies to further tactical investigation and finalises both Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for each product and service. Developing the Business Continuity Management Strategy uses the information obtained from the analyses in the previous stage of the BCM process to identify and select recovery and continuity options. This will enable Weqa's activities to become operational following an interruption, before Weqa's continued survival is threatened by their loss.

The Business Continuity Plan (including Business Continuity, Crisis, Emergency and Disaster Management) is documented procedures that will guide Weqa on how to respond, recover, resume and restore to pre-defined level of operation following disruption. The BC plans will be created based upon the strategies and the individual departmental business requirements captured in the BIAs. Recovery infrastructure, equipment and facilities (which may differ from those needed during normal operations) will be identified. Where existing infrastructure, equipment and facilities are not sufficient to support BC plans, it will be necessary to arrange for them to be available for recovery. Tests and exercises ensure Business Continuity plans are fit for purpose and effective. These will be undertaken at both individual department and entity wide levels. The outcomes form a significant part of the continuous improvement cycle. Reviewing plans and undergoing regular assurance are important parts of ensuring that the capability to recover is maintained.

We will provide a comprehensive programme of both awareness and targeted BCM training for Weqa personnel during the secondment at appropriate points in time.

Key Requirements & Deliverables

- Develop Business Continuity Strategy
- Develop an Incident Response Structure
- Develop Business Continuity Plans (integrated with ITDR)
- Document all Business Continuity Arrangements
- Provide awareness Training and Knowledge Transfer
- Assist in Testing and Exercising Business of Continuity Plans

Deliverables

- Incident response and crisis management framework and strategies
- Business continuity plan with IT DR Plan
- Crisis Management and Communication Plans
- Emergency response and escalation plans
- Recovery capabilities assessment report and the level of its fulfilment of Business Continuity

Phase Benefits

- A clear understanding of resource requirements over time to resume prioritized activities in the implementation of chosen strategies
- Business Continuity strategies based on business need
- Ability to manage any site incident appropriately using the Incident Response Structure
- Simple, uniform Business Continuity Plans providing workable solutions for any incident
- Ability to respond and communicate effectively
- Integration into existing operating models
- Complete overview of Exercise Requirements including scope of coverage and resources required

Business Continuity Plan - *continued*

Overview of Activity

DR Programme
Devise and document processes to restore and return business activities from the temporary measures adopted during and after a disruption.

DR program Testing
Assist Weqa to implement and maintain a program of exercising and testing to validate over time the effectiveness of its business continuity strategies and solutions. Conduct exercises and tests that are consistent with its business continuity objectives and are based on appropriate scenarios that are well planned with clearly defined aims and objectives, develop teamwork, competence, confidence and knowledge for those who have roles to perform in relation to disruptions;

Produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements in the context of promoting continual improvement that are performed at planned intervals and when there are significant changes within the Weqa or the context in which it operates. Provide recommendations on the results of its exercising and testing to implement changes and improvements.

Phase Benefits

- A clear understanding of resource requirements over time to resume prioritized activities in the implementation of chosen strategies
- Business Continuity strategies based on business need
- Ability to manage any site incident appropriately using the Incident Response Structure
- Simple, uniform Business Continuity Plans providing workable solutions for any incident
- Ability to respond and communicate effectively
- Integration into existing operating models
- Complete overview of Exercise Requirements including scope of coverage and resources required

Business Continuity Maintenance

Overview of Activity

The BCM Sustainability Programme ensures that Weqa remains ready to manage incidents despite the constant changes that all organizations experience. To be effective, the BCM Maintenance Programme should be embedded within the organization's normal management processes rather than be a separate structure that can be ignored or forgotten. An effective change management process is a prerequisite of maintenance of the BCM Programme. Many of the issues that show up in tests and exercises are the result of internal changes within the organization – staff, locations or technology. A formal process for Business Continuity Maintenance must be established to ensure that all appropriate stakeholders have the current and relevant parts of the BCP. The process must include a mechanism to flag and review internal changes to:

- Business processes
- Technology
- Staff
- Products and services
- The legal or regulatory environment

This review may be triggered by the change management process highlighting the change, by post exercise 'learning points' action plan or an audit report. Other activities in the process include:

- Review and challenge the assumptions made in the BIA about the environment in which the organization operates
- Determine whether the time imperatives have changed since the last review
- Review the adequacy and availability of external services that might be required such as asset restoration, recovery sites and subcontracts
- Review the Business Continuity arrangements of suppliers of time critical components
- Deliver appropriate training, awareness and/or communication where applicable
- Assess whether changes and amendments create a training, awareness and/or communication need
- Distribute updated BCM Policy, strategies, solutions, processes and plans to key stakeholders under the formal change control (version) process

Key Requirements & Deliverables

- Define effectiveness Measurements and Continual Improvements of Business Continuity
- Review the maturity of the management system on a regular interval
- Assistance in designing a road map of automating BCM processes and related activities.

Deliverables

- a set of templates for business continuity management
- Business Continuity Management Performance Monitoring/ evaluation procedures, maintenance and improvement
- Plan including Self Assessment and internal audit procedures
- Analysis report assessing compliance and identifying gaps with ISO 22301: 2019 standards, SAMA & NCA requirements.
- A document of requirements for automation of business continuity processes and procedures.

Phase Benefits

- Effective use of resources in exercising, ensuring each contributes to reaching an ultimate goal
- Ability of Weqa personnel to complete self assessment of the Business Continuity Management System pre audit & a fully auditable BC Program
- Commencement of BC automation journey.

Business Continuity Exercises and Training

Overview of Activity

Overview of Training Activities

We offer a comprehensive BCMS training program tailored to Weqa's needs. All training topics are ISO 22301 system-oriented and non-technical. Real-life industry examples and scenarios will be provided for better understanding. Our training covers the following key activities:

Examples:

Activity 1 - Awareness on ISO 22301 for Senior Management

Target Audience: Senior Management

Objective: To provide an overview of ISO 22301 and its importance to senior leadership.

Content: Key BCMS principles, benefits, and senior management's role in implementation.

Activity 2 - Internal Auditors Training on ISO 22301

Target Audience: Internal Auditors (Selective group)

Objective: Equip auditors with the knowledge and skills to assess BCMS compliance.

Content: ISO 22301 audit process, documentation requirements, and audit techniques.

Activity 3 - Training/Workshop on Business Impact Analysis (BIA) and Risk Assessment

Target Audience: Selective group of participants

Objective: To understand the BIA and risk assessment process for effective BCMS.

Content: BIA methodology, risk assessment techniques, and practical exercises

“Business continuity capability of any Weqa cannot be considered reliable until it has been exercised. We will ensure that the appropriate exercise and testing plans are developed, and appropriate level of exercises are carried out with the participation of all relevant personnel. The participants of all exercises/tests will be provided with appropriate level of walkthroughs to demonstrate effective disaster response. Our Consultants will be required to monitor and coordinate the selected testing scenarios by Weqa”

Key Requirements & Deliverables

- Define training effectiveness measurements of Business Continuity
- Review the maturity of the management system on a regular interval

Deliverables

- Proposed scenario for the business continuity management course
- Report the results of the tests, business continuity, recommendations and lessons learned from the tests
- Training materials

Phase Benefits

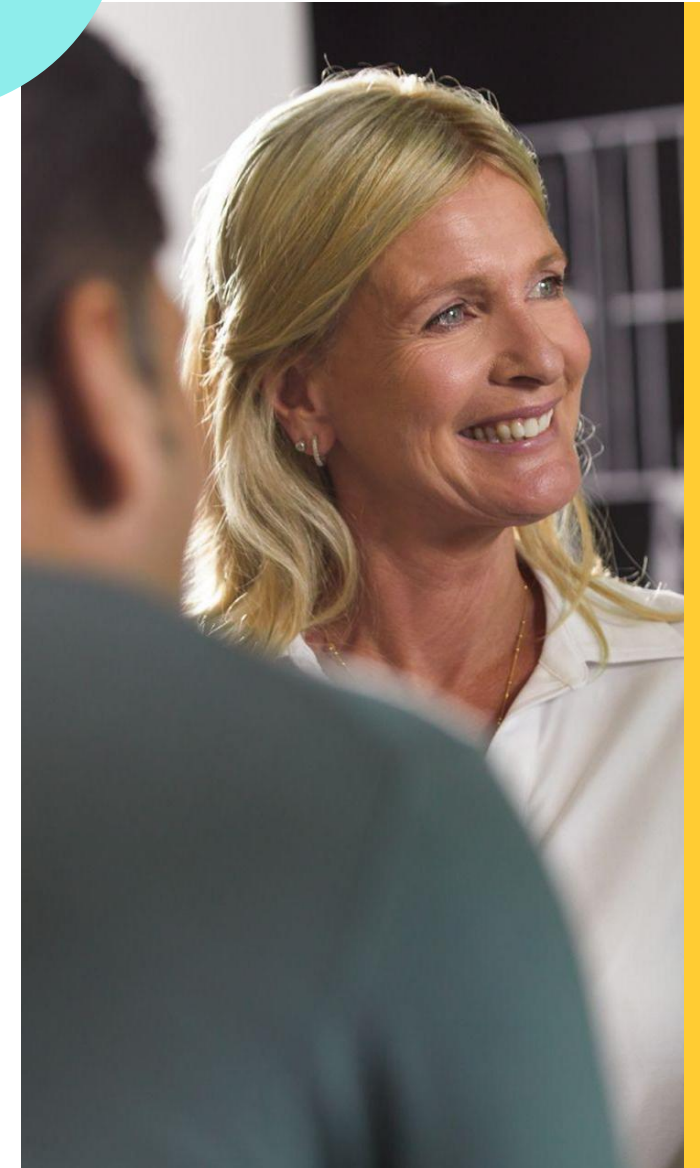
- BCM Exercising and Testing program will be identifying different types of exercises, their frequency and coverage, along with pre & post exercise templates.

BCM Exercise & Training Capability








Our BCM training team uses a mix of BCM subject matter experts, instructional designers and training facilitators to deliver leading BCM training programs across a number functions with tier 1 organizations.

We have developed an BCM training program designed for the all employees, this has been successfully delivered to organizations with industry associations for Chartered Certified Accountants and Certified Financial Professionals in EMEA. This content is readily available and will be tailored to Weqa's training needs.

- Expertise in designing Simulations and gamification
- Customized training from each client and industry
- Practical hands-on training vs theoretical training delivered by SME's
- Blended training approach to suit training needs
- Unique combination of Subject Matter Experts and Instructional Design Experts



Training Approach

| | | |
|---|--|---|
|  | Identify your employees' training needs | Understand Weqa's knowledge, skills and abilities and gaps. Develop training needs analysis |
|  | Align your training and business goals | Promote the Weqa's BCM business goals via the training program |
|  | Set your training goals and learning objectives | Establish training outcomes that benefits Weqa employees |
|  | Assess your training resources | Evaluate existing available materials, technology and resources |
|  | Get buy-in from Executive Leaders | Build the business case for the training outline, its benefits, resources and alignment with business goals |
|  | Develop the training curriculum | Develop training material, customized from Flexshield Solution BCM training program |
|  | Determine the training method | Choose method for training to best suit the Weqa's goals |

BCM Training Program Roadmap

Illustration

- Review feedback from pilot LMS group, make changes to training if necessary
- Kick off LMS training for Division 1
- Begin facilitation and delivery in Division 1
- Conduct Classroom session with Group 2 Weqa teams responsibility for BCM reporting
- Kick off LMS training for Division 3
- Begin facilitation and delivery in Division 3
- Conduct Classroom session with Group 2 Weqa teams responsibility for BCM reporting



- Assess Weqa's training needs
- Set Weqa training objectives
- Design and execute training communications plan
- Create training plan (timeline, resource & delivery methods per Division)
- Classroom session delivery schedule per Division
- Customize BCM training content based on role type and BCM reporting responsibilities (tailored to each Division)
- Develop storyboard for LMS training
- Working with Weqa L&D team upload content for LMS online learning
- Pilot LMS training for small cohort
- Survey Feedback from LMS
- Kick off LMS training for Division 2
- Begin facilitation and delivery in Division 2
- Conduct Classroom session with Group 2 Weqa teams responsibility for BCM reporting and LEC's
- Evaluate Training Program
- Once completed review the program to assess effectiveness (360 feedback)
- Create ongoing plan from BCM training

06

THIS IS
VALUE

**Additional Benefits or
Value-additions**

Achieving Optimum results in Risk Management & Compliance Requirements

- With Flexshield, Our team puts extraordinary efforts into managing Business Continuity and maintain resilience as well as managing risk and complying with regulatory regulations in order to ensure optimum results for our clients.
- With Flexshield, you will not only get 2 BCM SMEs on board, but the whole fleet of BCM experts at your disposal on short notice without any additional cost to you.
- You will receive support in maintaining your BCM ISO certification and passing NCA reviews & inspections at no additional cost.

07

THIS IS
WHY US

**Our Credentials and
Success Stories**

Confidence

Credentials

Defence & Aviation



Development & Financial



Automotive & Transportation



Infrastructure & Healthcare



Consumer Retail & Trading



Mining, Energy & Manufacturing



Credentials

CREDIT SUISSE



J.P.Morgan



CHUBB®



dexus



Morgan Stanley

Metcash



Business Continuity – Relevant Experience

CASE STUDY #1

Client : Large Government Organisation in Middle East – Business Continuity Management System Implementation

Client Issue

Due to growth, the client required SMEs to review their BCM processes and implement a revised BCM programme and was looking to consolidate progress by re-assessing its Enterprise Risk Management.

Delivery approach

A full business continuity management system was implemented for this client that included the following Business Continuity lifecycle elements:

- BCM Policy
- Maturity Model
- BCMS Framework,
- Business Impact Analysis,
- Threat Risk Assessments,
- BC Plans,
- Crisis Management Plan,
- Training & Awareness,
- Exercise and Audit.

Client Benefits

The client was able to demonstrate compliance of ISO 22301 and will be in a position to subsequently achieve ISO 22301 certification and compliance with NCA standards.

Business Continuity – Relevant Experience

CASE STUDY #2

Client : Government Organisation UAE – Business Continuity Management System Implementation

Client Issue

The client had recently completed implementation of an Enterprise Risk Management programme and was looking to consolidate progress by looking to implement Business Continuity Management.

Delivery approach

A full business continuity management system was implemented for this client that included the following Business Continuity lifecycle elements:

- BCM Policy
- Maturity Model
- BCMS Framework,
- Business Impact Analysis,
- Threat Risk Assessments,
- BC Plans,
- Crisis Management Plan,
- Training & Awareness,
- Exercise and Audit.

Client Benefits

The client was able to demonstrate compliance of ISO 22301 and will be in a position to subsequently achieve ISO 22301 certification.

Business Continuity – Relevant Experience

CASE STUDY #3

Client : Tier 1 Australian Technology Organisation, Business Continuity Management System Implementation

Client Issue

A Company registered in Australia providing design, development and delivery of cyber security solutions, vulnerability assessments, cloud and data security management, regulatory cyber compliance, and cyber security planning and response specially to maritime/ shipping organizations.

The client had recently completed implementation of an Enterprise Risk Management programme and was looking to consolidate progress by looking to implement Business Continuity Management.

Delivery approach

The following Business Continuity lifecycle elements were developed:

- BCM Policy
- Framework,
- Business Impact Analysis,
- Risk Assessments,
- BC Plans,
- DR Plan

Client Benefits

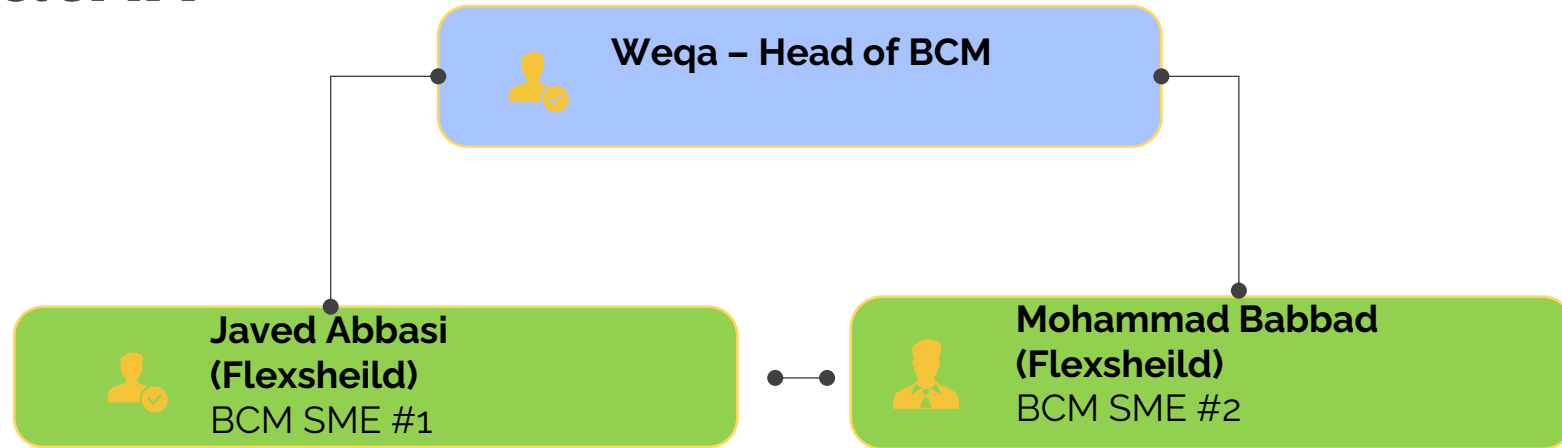
The client was able to demonstrate compliance of ISO 22301. there was complete alignment between the BCMS and IT Service Continuity Management System and ITDR solutions.

08

THIS IS
WHO

**BCM Consultants
Profile**

Team Matrix



Flexshield back-end support system available for Weqa



BCM Consultant / SME

Maaz
Gazdar

Previous Roles: Associations:

- Kaust – Senior Manager – Aug 2016 to date

Qualification:

- Masters of Business Administration (MBA), Open University, UK
- BSc Computer Science and Mathematics, Coventry University, UK
- The Strategic Management Society (SMS)
- The Project Management Institute (PMI)
- The Institute of Analysts & Programmers (MIAP)

Summary:

Experienced Business Continuity and Disaster Recovery (BCDR) Lead with expertise in risk assessment, recovery plan development, and incident response, ensuring operational resilience and minimizing downtime during disruptions.

Experience:

- Aligning and enhancing elements of the IT strategy, Disaster Recovery, and Business Continuity Plan with the business strategy of the Researchers and Faculty.
- Represented the CIO in the Business Continuity task force during Covid and two other major incidents in the University.
- The single point of contact for Researchers and Faculty with overall responsibility for delivery of IT projects and services to the core of the university with an annual OPEX/CAPEX of \$100mil.
- Day to day managing of BCM and DR SMEs.
- Collaborating with the Big 3 Cloud-Computing service providers for business continuity research solutions across multiple areas.
- Partnering with cross-functional teams to create a prototype of a secure generative BCM AI solution for the institute.
- Introducing new IT solutions to the Faculty for teaching, learning and improving efficiency and effectiveness of BCM tasks.
- Working closely with the Information Security team to ensure adherence to National Cybersecurity Authority (NCA) and international regulatory standards.
- Offering strategic guidance and expertise across multiple executive boards from experience gained from multiple sectors such as to the BCM, DR, IT Academic & Research Governance, Enterprise Architecture, Service Automation, Information Security, and Change Advisory boards

Years of Experience:

- 9 years of experience

BCM Consultant / SME

Ahmed
Elsokary

Previous Roles: Associations:

- Efinance – BCM Lead – Jul 2024 to date
- Banque du Caire - Apr 2023 – Jun 2024 / Business Continuity & Disaster Recovery Lead.
- National Bank of Egypt - Jan 2020 – Mar 2023 / Disaster Recovery Specialist

Qualification:

- Bachelor's degree in Electrical Engineer, Communication & Electronics department
- Telecom Egypt Company - Communication & Network (Aug 2014)
- CCNA (Cisco Certified Network Associate Routing and Switching)
- CCNP (Cisco Certified Network Professional Routing and Switching)
- MCSA (Microsoft Certified Solution Associate)
- Bitrix 24 (Tasks & Projects Management)

Summary:

Experienced Business Continuity and Disaster Recovery (BCDR) Lead with expertise in risk assessment, recovery plan development, and incident response, ensuring operational resilience and minimizing downtime during disruptions.

Experience:

Served as . Consultant to help companies prepare for and recover from potential business disruptions such as natural disasters, cyberattacks or pandemic conditions. Engaged into full life cycle implementation of company's framework

- Performed . Maturity Assessment to determine company's current level of readiness and resilience towards tackling business disruptions.
- Conducted site visits to assess IT Infrastructure and services users utilize. Developed and furnished report of findings and recommendations to management.
- Conducted workshops with business functions evaluate the impact of disruptions on business attributes i.e. Customer service, Service Quality, Operating efficiency, Business Repute etc.
- Performed Business Impact Analysis (BIA) and Risk Assessments (RA) across all business functions to identify and prioritize critical processes and resources based on business needs.
- Developed Risk Log specific to ICT related matters from perspective.
- Developed and documented Crisis Management policy, Crisis Management plans to demonstrate recovery strategies and escalation procedures to be adopted during crisis or emergency event.
- Developed charter for Crisis Management Steering Committee to establish management commitment towards Crisis Management.
- Developed business walkthrough objectives illustrating on the need of Crisis Management exercises, tests, and audits for continuous improvement in Crisis Management plans.
- Provided training and awareness to staff and stakeholders on Crisis Management practices aligned with protocols in ISO 22301
- Furnished presentation to Executive Management with findings and recommendations.

Years of Experience:

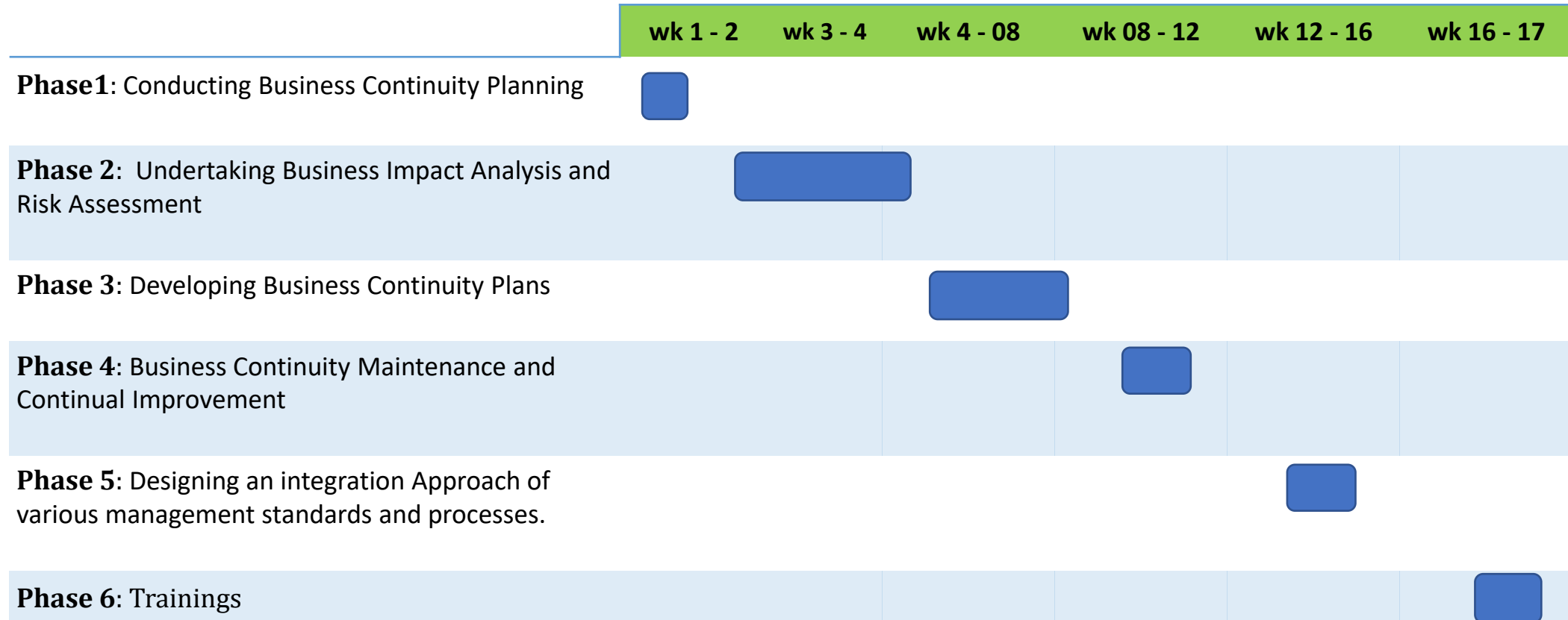
- 5+ years of experience

09

THIS IS
**WHAT &
WHEN**

**Project Duration &
Deliverables**

Project Duration - overview



45

Commercial



Commercial Proposal & Payment Milestones

Total Price Summary

| Description | Price in SAR |
|----------------------------|--------------|
| ISO Consultation | 603,000 |
| Certification & Training | 201,000 |
| Total Price without VAT | 804,000 |
| Total Price with VAT (15%) | 924,600 |

- All prices are in SAR
- 15% VAR as per KSA LAW.
- Cost includes Travelling, Boarding , Lodging, Documentations & Certifications
- Quote validity 60 Days

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THIS IS
FLEXSHIELD
SOLUTION

Thank you