

الأكاديمية المالية
THE FINANCIAL ACADEMY



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Financial Skills Framework

Reference Guide

2025

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Purpose of this Document

01

Framework Overview

Provide an overview of the structure and content of the Financial Services Sector Skills Framework

02

Framework Update

Outline the changes made during the 2024 update

03

Framework Guidance

Guide the implementation of the framework in both public and private institutions, as well as for individual career planning



Introduction

Financial Services Sector

- We are now at the beginning of a fourth industrial revolution driven by technology that will transform the way we work and live. We believe in the coming years more jobs in financial institutions are at high risk of automation than any other skilled industry. All of these developments meet at the intersection of people and technology.
- Locally this focus is reflected in the attention given to the financial sector via the “Financial Sector Development Program” (FSDP), one of the main programs launched by the Council of Economic and Development Affairs (CEDA) under the umbrella of Vision 2030.
- FSDP includes 42 initiatives that target financial sector institutions, the private sector, and individuals. Collectively, the initiatives will address the low coverage level of financial services, increase total size of financial assets, boost financial coverage, foster the savings culture, create new jobs in the financial sector, as well as support the digital transformation of the financial sector.
- The FSDP states in its list of goals that it will seek to enhance the capabilities of the local talent force, in order to enable financial institutions to support the growth of the private sector.



Introduction

“JADARAT”

In line with FSDP goals, the Financial Academy launched the “Saudi FS skill framework”, also known as “JADARAT”, in 2021

The framework aims to identify and clearly articulate the skills necessary for industry’s success, to be accessible and fully understood by individuals, employers, educators, and regulators alike.

The framework includes:

- List of job roles, classified and ranked under job families, and mapped to the industry sectors and segments.
- skill dictionary, including 3 types of skills, and scaled skill descriptions.
- Career paths, indicating potential career movements within the industry.

2024 Update

- In light of the finance sector’s evolution and trends reshaping human capital management, the Financial Academy launched initiative to update the framework
- The technical update of the framework is developed in collaboration with experts of skills framework development from international benchmark entities, HR professionals and business executives in the financial services sector, as well as KSA’s financial sector regulators including SAMA, CMA, and IA
- In line with international standard, the framework is renamed as “Saudi Arabia Financial Services

Sector Skills Framework”

- The updated framework expands its coverage of job families, job roles and skills, capturing the emerging needs of talent development from the sector
- Structure of the framework remains the same, with definitions of financial services segments, job families and job roles, and skills proficiency level revised to ensure clarity of description and accurate reflection of the changing landscape of the financial services sector workforce



Applying the Skills Framework



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Beneficiary Groups

Employers

- Enhance HR practices.
- Better talent development and management programs.
- Benchmark skills and capabilities versus industry expectations.

Trainers

- Develop programs that meet industry needs.
- Review programme quality.
- Counsel students on probable career options and clarify job expectations.



Individuals

- Review career options against skills match.
- Clarity of expectations at current and target roles.
- Assess skills required and consider options for upskilling.

Regulators

- Analyse skills and manpower gaps.
- Promote schemes to up-skill or re-skill the workforce.
- Raise professional standard and profile for the sector.

Industry Labour Force Planning



Benefits of implementation

A key role that the framework serves is providing a single unified reference for all the stakeholder in the industry, and facilitates communication and exchange of knowledge.

Regulators that communicate efficiently with employers and trainers to collect or exchange market data, are able to:

- Better understand market dynamics.
- Develop effective strategies to enhance the capabilities of the labour force.
- Effectively update regulations to support the industry growth.



Process for implementation

Adoption of the Saudi FS skill framework, will streamline:

- The analysis of skill demand.
- The analysis of skill supply currently available, and future influx.
- Identification of gaps between skill supply and demand.
- Accurate allocation of investments in awareness, reskilling or upskilling initiatives to remedy skill gaps.
- Communication of accurate 'big picture' to other stakeholders, to inform their decision making processes.

Curriculum Development and Evaluation



Benefits of implementation

- The framework's skills can be used to develop new or evaluate existing course content, to ensure it aligns with the skills in demand in the local market.
- Using the scaled skill descriptions, curriculum developers would be able to learning materials that accurately reflects the necessary knowledge, and skills required for successful performance.
- The framework would not replace existing processes for developing curriculum, rather it would act as a tool for the curriculum developers to ensure lessons meet the appropriate knowledge and skill requirements.



Process for implementation

To develop a skill based curriculum:

- Determine relevant skills.
- Translated skills into learning objectives.
- Develop lessons that will lead to the desired level of mastery.

To evaluate a curriculum using the skills:

- Determine relevant skills.
- Compare the learning objectives of the curriculum to those of the relevant skills to identify gaps.
- Determine steps to fill gaps, by addressing learning objectives not covered, eliminating repetitions or ensuring repetitions leads to increased mastery.

Career Exploration and Planning



Benefits of implementation

- The framework's job role profiles and career paths, would enable individuals to explore their career options to make informed decisions.
- Students wishing to enter the industry, may explore the framework, to get a better grasp on their career options and required skills and knowledge. Which would enable them to better choose courses, that will pave the way to their desired career paths. This exercise could be performed on their own or with the aid of career guidance counsellors.
- FS professionals currently working in the industry, could explore various career paths available to them from their current positions, and put in place a career plan that meets their aspirations, this could be done on their own or as part of their learning and development plan with an existing employer.



Process for implementation

Students would be able to:

- Familiarize themselves with career options in the industry.
- Determine a suitable entry point, based on their skills and aspirations.
- Plan courses in line with industry demands, or desired career path.

FS professionals currently working in the industry may:

- Develop career goals and plans.
- Conduct self-assessment using personality and aptitude tests.
- Determine needed training, certificate, or education to achieve the desired next step in their career.
- Conduct a targeted job searches.
- Prepare for skill based interviews.

Talent Management



Benefits of implementation

- skill based management benefit the entire talent management spectrum, from recruitment, to learning and development, performance management, and career planning and succession management.
- skills are a potent tool for the acquisitions, management and retention of valued talent. Successful integration can facilitate alignment between individual employee behaviour and performance, and the organisation's goals.
- A key step for integrating the skill framework into your HR programs, is to identify key skills and behaviours necessary for successful performance for each job, map the relevant skills at the desired proficiency level and include them in the job description.



Process for implementation

Once relevant skills have been identified and included in job descriptions:

- Line managers and HR, could identify career paths based on the skills and proficiency levels assigned to each job description. And develop manpower plans that would inform the organisation's career planning and succession planning, learning and development plans, and hiring plans.
- Hiring managers could conduct skill-based interviews, using targeted questions or tests to assess the prospective hire's suitability for to the position.
- Line managers and HR, could use skills to more accurately communicate performance expectations to incumbents, and later as a basis for performance management.
- L&D managers, could assess individual incumbents based on the specific skills and desired proficiency levels, and provide L&D plans and activities tailored to each individual's needs (based current knowledge and performance) and those of the organisation (based on career and succession planning).

Internal Skills Framework Development



Benefits of implementation

- While developing your own framework from scratch may more accurately reflect specific vision and values, adopting the Saudi Financial Services Industry skill Framework would maintain the link to the local talent market, as well as saving both time and money.
- The organisation can ensure its specific vision and values get reflected, by making the framework their own through adaptations made internally or with the assistance of outside experts.



Process for implementation

In order to leverage the framework you would need to design a suitable framework architecture, that describes the different parts of the framework, and set the fundamental rules and process that will guide the development of the framework. The following questions can be a useful guide:

- Which parts of the organisation will be covered by the framework?
- Which HR programs will be integrated?
- What kind of skills will the job profile include?
- What will be included in each skill card?
- How many proficiency levels would each skill have?

Internal stakeholders should be engaged at every step of the development

After having settled on the desired framework architecture suitable for your organisation, the HR team should match the job families and jobs at the organisation, to the job families and job roles from the Saudi FS skills framework, to facilitate the mapping of skills and inclusion in job descriptions.



Key Concepts



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Key Concepts



What is a skill?

A skill can be defined as the set of behaviours or technical attributes and skills that an incumbent must have or acquire to perform a job effectively.



What is a skills framework?

- A skills framework is the basic structure underlying the collection of individual skills required by roles in an organisation. It is an essential tool to define shared expectations of skills and performance.
- Skills frameworks guide and support talent strategy in a number of areas from recruitment and talent development to performance management and succession planning, taking into account medium and long term talent needs.
- When developing and implementing a skills framework, you should only include assessable components, detail and flexibility need to be balanced to ensure comprehensiveness and avoid rigidity.



What is an industry skills framework?

- Industry skills frameworks depict the common knowledge, skills, and abilities in an industry or sector. The resulting framework forms the foundation on which career pathways can be developed. The articulation of broad industry-wide knowledge and skill needs supports the development of a workforce that can perform successfully.
- To reflect the changing nature of jobs and remain flexible to diverse career pathways, skills frameworks should be regularly reviewed and updated.

Methodology (Holistic Approach)

Based on the key principles for skills framework design and an understanding of the complexity and requirements for successful industry frameworks, we have considered a wide range of input to the update of the Saudi FS Skills Framework

01 Current State Assessment



Assess existing framework and available information from stakeholders.

02 Industry Input



Industry Working Groups (IWG) across different FS areas share information, discuss and review framework details.

03 International Best Practices



Benchmark study showcasing successful FS industry frameworks in other countries around the world.

04 Local and International Subject Matter Experts



Provide technical input on specialized FS areas, review project deliverables.

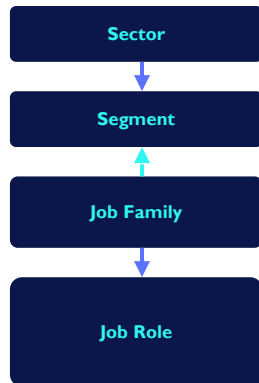
Framework Components

The Saudi FS Skills Framework is composed from 4 distinct but intertwined parts:

01



Market structure, and typical roles found in the Market.



02



Skills dictionary, including 2 types of skills, 12 skills clusters and scaled skills description.



03



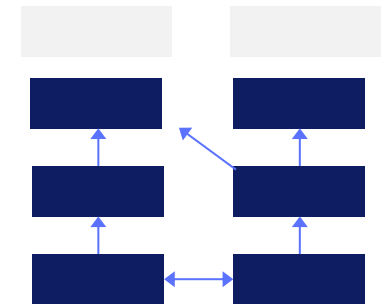
Job roles profiles, including assigned skills and qualification requirements for each role.



04

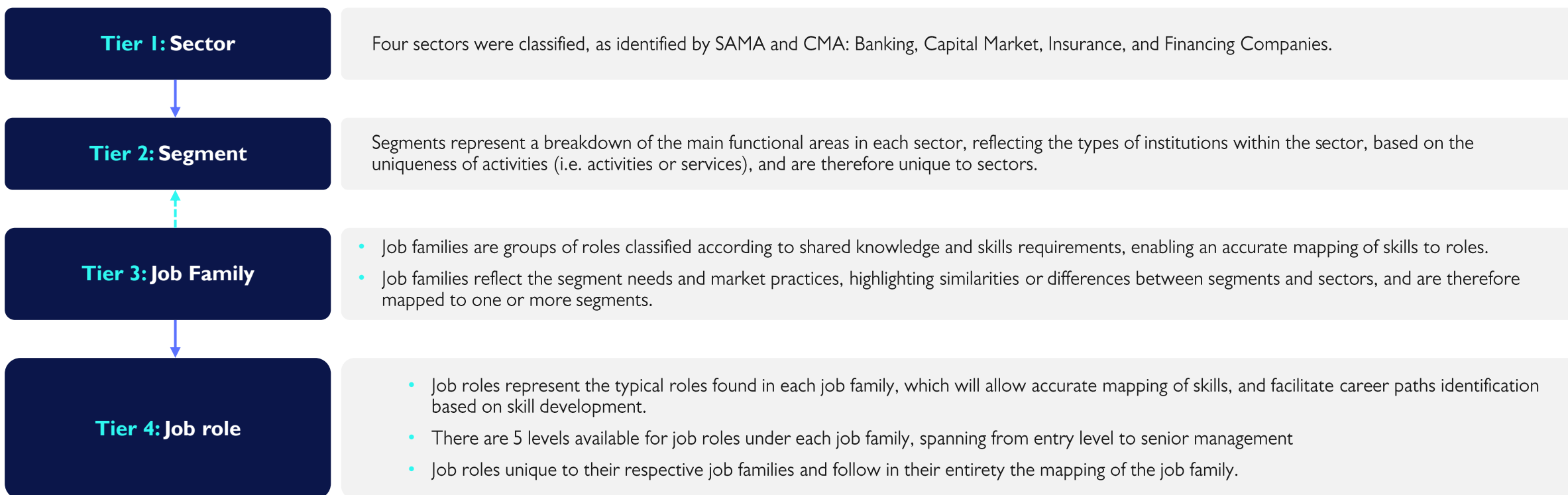


Career pathways, indicating potential career movements within the industry.



Market Structure (1/2)

4 Tier Architecture, Reflecting the Market Structure and Typical Roles Found in the Market



Further details on market structure are available in appendix 2. Definitions of segment and job families are available in appendix 4 and 5, respectively.

→ Mapping

→ Breakdown

Market Structure (2/2)

Job Roles Level Description

Nature of role	Support	Professional		Management	Leadership
Job role level	Level 1 (Entry Level)	Level 2 (Professional Level)	Level 3 (Senior Professional Level)	Level 4 (Management Level)	Level 5 (Senior Management Level)
Typical job role taxonomy	Administrator, Associate, etc.	Analyst, Specialist, Officer, etc.	Senior, Supervisor, Team lead, etc.	Manager, Area Manager, etc.	Head, Executive (C Suite), etc.
Description / focus of role /knowledge	Performs specialized technical tasks and clerical, administrative or specialized support tasks in an office, field	Performs work in a specialized area of expertise that requires knowledge of fundamental themes, principles and concepts	Jobs that focus on managing a body of work or a process are applying individual expertise Requires a specific level of knowledge or skills in a particular subject of critical value to the organization's business strategy	Focuses mainly on the management and implementation of operational objectives that help achieve long- term organization strategy	Establishes strategies for area of responsibility
	Concentrates on own short-term goals and tasks at hand	Concentrates on short-term individual and team goals	Concentrates on short-term team goals	Concentrates on long-term department goals	Sets long-term strategic goals and helps shape the future of the business unit (or region)

Skills Dictionary



Skills Dictionary List of Skills

Technical						Behavioral					
Skills	Code	Skills	Code	Skills	Code	Skills	Code	Skills	Code	Skills	Code
Advanced Knowledge	T001	Class Management	T031	Closing	T061	Organizational Development	T091	Internal Audit	T121	Achievement Orientation	B001
Class Handling	T002	Class Privacy and Protection Expertise	T032	Class Collection and Management	T062	Performance Management	T092	Knowledge of International Financial Reporting Standards (IFRS)	T122	Adaptability	B002
Class Investigation	T003	Digital Customer Experience Design	T033	Class Discipline	T063	Riskness	T093	Proving the Risk	T123	Attention to Detail	B003
Class Management	T004	Digital Services	T034	Education and First Aid Training	T064	Workforce Planning	T094	Regulatory Knowledge (Banking Sector)	T124	Business Ethics	B004
Sustainability Insurance and Risk Insurance Solutions Application	T005	Digital Transformation	T035	Financial Analysis and Modeling	T065	Workplace Health and Safety	T095	Regulatory Knowledge (Capital Markets Sector)	T125	Coaching and Developing Others	B005
Underwriting Analysis	T006	Distributed Ledger Technology	T036	Financial Control	T066	Procurement	T096	Regulatory Knowledge (Insurance Sector)	T126	Customer and Analytics	B006
Underwriting portfolio management	T007	Emerging Technology Systems	T037	Financial Literacy	T067	Strategic Sourcing	T097	Regulatory Knowledge (Finance Sector)	T127	Communication and Accountability	B007
Underwriting Software and Tools Application	T008	Enterprise Architecture	T038	Financial Planning & Advisory	T068	Green Finance Product and Service Development	T098	Risk Management	T128	Communication Skills	B008
Surveys and assessment	T009	Fintech Innovation and Applications	T039	Financial Reporting	T069	Payment Process Management	T099	Technical Writing	T129	Creativity and Innovation	B009
Self-ignit	T010	IT Governance	T040	Fraud Management	T070	Payment Process	T100	Client Acquisition	T130	Decision Making	B010
Business Continuity	T011	IT Infrastructure	T041	Inventory Operations	T071	Pricing Strategy	T101	Contract Management	T131	Empathy	B011
Business Management	T012	IT Operations Management	T042	Investment Advisory	T072	Product Design and Development	T102	Sales	T132	Entrepreneurial Mindset	B012
Facilities Management	T013	IT Quality Assurance	T043	Investment Analysis	T073	Product Knowledge / Advisory (Banking Sector)	T103	Carbon Markets and Decarbonization Strategies	T133	Global Perspective	B013
Knowledge of Accounting	T014	IT Service Management	T044	Knowledge of Sharia Financial Transactions	T074	Product Knowledge / Advisory (Capital Markets Sector)	T104	Mgmt.	T134	Influence	B014
Knowledge of the Economy	T015	IT Solutions Development	T045	Natural Capital Management	T075	Product Knowledge / Advisory (Finance Sector)	T105	Client Change Management	T135	Leading Change	B015
Legal Knowledge	T016	IT Solutions Development and AI	T046	Partners Management	T076	Product Knowledge / Advisory (Insurance Sector)	T106	ESG Strategy and Reporting	T136	Motivation	B016
Legal Practice	T017	Regulatory Technology	T047	Research	T077	Product Management	T107	ESG Strategy	T137	Negotiation and Persuasion Skills	B017
Operational Excellence and Continuous Improvement	T018	Systems Analysis	T048	Self-study	T078	Project Management	T108	Non-Financial Industry Sustainability Developments	T138	People Management	B018
Operations	T019	Virtual Currency Literacy	T049	Sustainability Investment Strategy Development	T079	Sustainable Investing/Investments Structuring	T109	Responsible Risk Management	T139	Problem Solving	B019
Planning	T020	Asset Liability Management	T050	Technical Analysis	T080	Customer Acceptance Checking and On boarding	T110			Self-Development	B020
Project Management	T021	Asset Management	T051	Trading Strategies	T081	Customer Focus	T111			Strategic Thinking	B021
Specialized Knowledge	T022	Asset Valuation	T052	Trust Structuring	T082	Customer Management	T112			Teamwork	B022
Strategy Formulation	T023	Attribution Analysis	T053	Viability Planning/Assessment	T083	Relationship Management	T113				
Zakat and Tax	T024	Behavioral Finance	T054	Brand Management	T084	Subholder Management	T114				
Analytics / Decision Sciences	T025	Business Acumen	T055	Marketing Practice	T085	Anti-Money Laundering	T115				
Automation Expertise	T026	Business and Intangible Assets Valuation	T056	Public Relations Management	T086	Compliance Advisory	T116				
Cloud Computing	T027	Corporate Finance	T057	Risk Management	T087	Compliance Monitoring and Reporting	T117				
Cyber Security	T028	Credit Facilities and Structures Assessment	T058	Compensation and Benefits	T088	Corporate Governance	T118				
Data Collection and Analysis	T029	Credit Principles	T059	Employee Relations	T089	Crisis and Emergency Response Management	T119				
Data Engineering	T030	Class Specification and Arrangement	T060	Learning and Development	T090	Fraud Risk Management	T120				

- A skills dictionary, is a comprehensive list of skill-based skills covering skill needs for job roles in all four sectors' activities
- The Saudi FS Skills Framework's skills dictionary includes a total of 160 skills, split into 2 categories
- 138 technical skills, describing specific skills and knowledge needed for successful performance in any given role

- 22 behavioral skills, describing behaviours relevant to specific job roles based on nature and level of the job
- The technical skills are grouped under 12 clusters based on their functional adjacency
- Mapping of skills to job roles facilitates skill development for all FS industry stakeholders

The skills dictionary is available in appendix 3.

Skills Clusters

12 skills clusters by grouping functionally adjacent technical skills





- Each skill card has a skill descriptor, and a scaled definition spread over 5 proficiency levels, providing further insights about the level of contribution needed
- Defining and describing scaled skills with unique identifiers enhances mapping of the skill to different job roles at different levels and facilitates skill development throughout the career lifecycle
- The below table provides a description of the proficiency levels, and highlights the escalating nature in terms of contribution levels:

Level 5 (Shaping)	Level 4 (Leading)	Level 3 (Applying)	Level 2 (Supporting)	Level 1 (Developing)	Proficiency level
Description	Strategic Focuses on the organization as a whole Shows visionary thinking and demonstrates expert knowledge	Operational! strategic Performs across departments/BU or multiple teams Applies full professional experience / knowledge	Operational Performs across teams or projects Applies deep knowledge / skills in own area Acts as a resource to colleagues	Tactical and operational Performs within the context of own job and team Applies specialized knowledge / skills in own area	Tactical Performs within context of own job Applies basic technical skills

Framework Structure

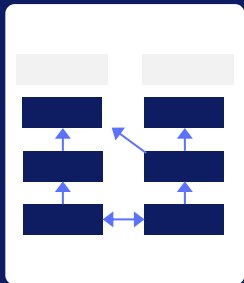
Job Role Profiles and Career Pathways



Job role profile provides the FS market with a standardised tool to match professional skills and expose FS professionals to new job opportunities

Each job role description includes the job role title, job family, and corresponding codes as well as:

- 4-6 accountabilities
- Technical skills, mapped based on skills needed for successful performance, majority of technical skills are shared among job roles within the same job family
- Behavioral skills, mapped based on the nature and level of the job role



Mapping scaled skills to job roles facilitates the development of career pathways, that in turn enables the FS industry to develop various upskilling and reskilling initiatives in accordance with the changing market requirements

Career paths in the Saudi FS skill framework recognises 3 types of movement, based on comparable skills and proficiency levels:

- Vertical moves, occur within the same job family and are the natural progression in rank
- Horizontal moves, represent a move to a different job family, within the same rank
- Diagonal moves, represent a move to a different job family, as well as a progression in rank

Framework Structure

Coding

- Each component of the framework received a unique code to distinguish it, and facilitate the integration of the framework into any internal system
- Below is 1 example of a job role with a breakdown of its code

Compliance Manager

F	C	O	4	1
<p>The 1st part of the code, is 1 letter indicating the sector it belongs to, F indicates that this job role is in the “Financing companies” sector.</p>	<p>The 2nd part of the code, is 2 letters indicating the job family it belongs to CO indicates that this job role is under the “Compliance, AML and CTF”.</p>		<p>The 3rd part of the code, is 1 digit indicating its level 4 indicates that this job role is at the manager level.</p>	<p>The 4th part of the code, is 1 digit indicating its number on the job level 1 indicates that this job role is the 1st of several at this level, and is therefore the “Compliance Manager”.</p>

For further details on the coding of the framework components, please refer to appendix I.



Coding



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Sector and Segment Coding

- Each of the 4 sector was allocated a 1 letter code.

- Segments are unique to sectors, and were therefore designated by the code of the corresponding sector, in addition to a 2 digit code
- The full list of segments is available in the appendix

Sector code	Job family code
B	Banking
C	Capital market
F	Financing
I	Insurance

Sector code	Sector	Segment code	Segment
I	Insurance	I01	Reinsurance
		I02	Insurance
		I03	Insurance-Related Service Providers

Job Family Coding

- Each of the job families was assigned a unique 2 letter code, the full list of job families is available in appendix 2.
- Job families are mapped to one or more segments.
 - Job families could be found under several segments in different sectors, e.g. 'Clearing, reconciliation & settlements' job family found under several segments in the Banking, Capital market, and Financing companies sectors.
 - Or under several segments but unique to the sector, e.g. 'Underwriting' job family found only under segments in the Insurance sector.
 - Or could be unique to a segment (and inherently sector), e.g. 'Credit modelling' job family found solely under the 'Credit rating' segment in the Banking sector.
- The mapping to segments bears no effects on the content of the job family descriptions, or job roles falling under it, therefore its code was not included in the job family code to avoid unnecessary redundancy.
- The full list of job families mapped to sectors is available in appendix 2.

Job family code	Job Family
CU	Custody
CC	Customer care

Job Family Coding

- Job roles follow in their entirety the mapping of their respective job families, therefore take the 2 letter code of their job family, which includes the sector code, in addition to a 2 digit code.
- The 1st digit indicates the rank of the job role, and therefore must fall between “1” and “5”.
- The 2nd digit indicates whether there is 1 or more job roles of the same rank in a job family.
 - “0” indicates that the job family has only has 1 job role at the relevant rank.
 - In case there were more than 1 job role at the same rank in the same job family, the “0” is replaced with any other digit, starting with “1” and increasing as needed, currently we have several occurrences of 2 job roles at the same rank in the same job family.

Job family	Job family code	job role rank	Job role code	Job role
Compliance, AML, and CTF	CO	5	CO50	Head of Compliance and anti-money laundering
		4	CO42	AML Manager
		4	CO41	Compliance Manager
		3	CO30	Senior Compliance Specialist
		2	CO22	AML Officer
		2	CO21	Compliance Officer
		1	CO10	Compliance Administrator

Skill Coding

- skills have code formed by 1 letter indicating the type of the skill, followed by 2 digits.
 - T for Technical skills.
 - B for Behavioral skills.

skill type	skill code	skill title
Technical skill	T117	Compliance Monitoring and Reporting
Behavioural skill	B019	Problem Solving

Sectors and Segments Breakdown

New

Modified

Sector code	Sector	Segment code	Segment
B	Banking	B01	Corporate Banking
		B02	Private Banking
		B03	SME Banking
		B04	Retail Banking
		B05	Credit Bureau
		B06	Payment Systems
C	Capital Market	C01	Credit Rating
		C02	(Capital Market) Brokerage
		C03	Asset Management
		C04	Investment Banking - ECM, DCM, M&A
		C05	Stock Exchange
		C06	Wealth Management

Sector code	Sector	Segment code	Segment
F	Financing	F01	Finance Lease / Leasing
		F02	Mortgage
		F03	SME Financing
		F04	Consumer Lending
		F05	Production Assets Finance
		F06	Microfinance
		F07	Credit Card Finance
I	Insurance	I01	Reinsurance
		I02	Finance Lease / Leasing
		I03	Insurance
		I05	Insurance-Related Service Providers

List of Job Families (1/3)

New

Modified

Job family code	Job Family
AC	Actuary
BC	Bancassurance
BO	Banking Operations
CA	Collateral / Asset Valuation
CC	Customer Care
CD	Credit Rating Analysis
CE	Credit Modelling
CG	Corporate Governance
CL	Claims

Job family code	Job Family
CM	Collateral Management
CN	Communication & Stakeholders Engagement
CO	Compliance, AML, and CTF
CP	Corporate Strategy
CR	Collection and Recovery
CS	Clearing, Reconciliation and Settlements
CT	Credit
CU	Custody
CY	Cyber Security

List of Job Families (2/3)

New

Modified

Job family code	Job Family
DA	Data & Analytics
DB	Dealing - Broking
DC	Delivery Channels
DT	Digital Transformation & IT
FA	Financial Advisory
FI	Finance & Tax
FM	Facilities Management
FO	Finance Origination
FP	Finance Operations

Job family code	Job Family
HC	Human Resources & Change Management
HO	Health Operations
IA	Internal Audit
IR	Investor Relations
LA	Loss Assessment / Adjustment
LC	Legal
MK	Marketing
OS	Origination and Structuring
PA	Project Management

List of Job Families (3/3)

New

Modified

Job family code	Job Family
PD	Product Development
PF	Portfolio/Fund Management
PM	Portfolio Management
PO	Policy Operations
PR	Procurement
RE	Risk Engineering / Risk Assessment
RG	Relationship Management
RM	Risk Management
RR	Reinsurance

Job family code	Job Family
SA	Sharia Advisory and Research
SC	Sharia Compliance and Audit
SI	Sales and Distribution/Intermediaries
SL	Corporate Secretarial Services
SM	Sustainability Management
SS	Sell-Side Research
TE	Trade and Execution
TR	Treasury
UN	Underwriting

Job Families And Job Roles Breakdown (1/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
AC	Actuary	AC50	Head of Actuary	5
		AC40	Actuary Manager	4
		AC30	Actuary Associate	3
		AC10	Actuary Analyst	1
BC	Bancassurance	BC50	Head of Bancassurance	5
		BC40	Bancassurance Manager	4
		BC20	Bancassurance Sales Specialist	2
BO	Banking Operations	BO50	Head of Banking Operations	5
		BO40	Banking Operation Manager	4
		BO30	Banking Operation Team Lead	3
		BO20	Banking Operation Officer	2
		BO10	Banking Operation Administrator	1
CA	Collateral / Asset Valuation	CA50	Head of Collateral/Asset Valuation	5
		CA40	Collateral Valuation Manager	4
		CA20	Valuation Specialist	2
CC	Customer Care	CC50	Head of Customer Care	5
		CC40	Customer Care Manager	4
		CC30	Senior Customer Care Specialist	3
		CC10	Customer Care Associate	1
CD	Credit Rating Analysis	CD50	Head of Credit Rating Analysis	5

Job Families And Job Roles Breakdown (2/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
CD	Credit Rating Analysis	CD40	Credit Rating Analysis Manager	4
		CD20	Credit Rating Analyst	2
CE	Credit Modelling	CE50	Head of Credit Modelling	5
		CE40	Credit Modelling Manager	4
		CE30	Senior Credit Modelling Specialist	3
		CE20	Credit Modelling Analyst	2
CG	Corporate Governance	CG50	Head of Corporate Governance	5
		CG40	Corporate Governance Manager	4
		CG30	Senior Corporate Governance Specialist	3
		CG20	Corporate Governance Analyst	2
CL	Claims	CL50	Head of Claims	5
		CL41	Claims Technical Manager	4
		CL42	Claims Investigation Unit Manager	4
		CL31	Senior Claims Specialist	3
		CL32	Claims Investigation Supervisor	3
		CL21	Claims Handler	2
		CL22	Claims Investigator	2
CM	Collateral Management	CL10	Claims Associate	1
		CM50	Head of Collateral Management	5
		CM40	Collateral Manager	4

Job Families And Job Roles Breakdown (3/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
CM	Collateral Management	CM20	Collateral Management Specialist	2
CN	Communication & Stakeholders Engagement	CN50	Head of Communication & Stakeholders Engagement	5
		CN31	Internal Communication Senior Specialist	3
		CN32	PR & Media Relations Senior Specialist	3
		CN21	Corporate Event Management Specialist	2
		CN22	Communication Specialist	2
CO	Compliance, AML, and CTF	CO50	Head of Compliance and Anti-Money Laundering	5
		CO41	Compliance Manager	4
		CO42	AML Manager	4
		CO30	Senior Compliance Specialist	3
		CO21	Compliance Officer	2
		CO22	AML Officer	2
		CO10	Compliance Administrator	1
CP	Corporate Strategy	CP50	Head of Corporate Strategy	5
		CP40	Corporate Strategy Manager	4
		CP30	Senior Corporate Strategy Specialist	3
		CP20	Corporate Strategy Specialist	2
CR	Collection and Recovery	CR50	Head of Collection and Recovery	5
		CR40	Collection Manager	4
		CR30	Senior Collection Specialist	3

Job Families And Job Roles Breakdown (4/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
CR	Collection and Recovery	CR20	Collection Officer	2
CS	Clearing, Reconciliation and Settlements	CS50	Head of Clearing & Settlements	5
		CS40	Clearing and Settlements Manager	4
		CS20	Clearing and Settlements Specialist	2
		CS10	Clearing and Settlements Administrator	1
CT	Credit	CT50	Head of Credit	5
		CT40	Credit Manager	4
		CT30	Credit Supervisor	3
		CT20	Credit Specialist	2
		CT10	Credit Administrator	1
CU	Custody	CU50	Head of Custody	5
		CU40	Custody Operations Manager	4
		CU30	Senior Custody Operations Specialist	3
		CU20	Custody Operations Specialist	2
		CU10	Custody Administrator	1
CY	Cyber Security	CY50	Head of Cyber Security	5
		CY40	Cyber Security Manager	4
		CY30	Senior Cyber Security Specialist	3
		CY20	Cyber Security Specialist	2
DA	Data & Analytics	DA50	Head of Data & Analytics	5

Job Families And Job Roles Breakdown (5/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
DA	Data & Analytics	DA41	Data Science Manager	4
		DA42	Data Governance Manager	4
		DA31	Senior Data Science Analyst	3
		DA32	Data Architect	3
		DA21	Data Science Analyst	2
		DA22	Data Engineer	2
DB	Dealing – Broking	DB50	Head of Dealing - Broking	5
		DB40	Dealing - Broking Manager	4
		DB30	Senior Dealer - Broker	3
		DB20	Dealer - Broker	2
DC	Delivery Channels	DC50	Head of Delivery Channels	5
		DC41	Alternative Channel Manager	4
		DC42	Branch Manager	4
		DC30	Alternative Channel Team Lead	3
		DC21	Senior Teller	2
		DC22	Alternative Channel Specialist	2
		DC10	Teller	1
DT	Digital Transformation & IT	DT50	Head of Digital & IT	5
		DT41	Digital Transformation Manager	4
		DT42	IT Operation Manager	4

Job Families And Job Roles Breakdown (6/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
DT	Digital Transformation & IT	DT31	Enterprise Architect	3
		DT32	Network & Infra. Architect	3
		DT33	Cloud Architect	3
		DT34	Software Architect	3
		DT35	Digital & AI Solution Architect	3
		DT36	IT Operation Team Lead	3
		DT21	Platform Engineer	2
		DT22	Network & Infra. Engineer	2
		DT23	Software Engineer	2
		DT24	Digital Experience Designer	2
		DT25	IT Operation Specialist	2
		DT11	Network & Infra. Technician	1
		DT12	Cloud Technician	1
		DT13	Software Developer	1
DT14	IT Support Admin	1		
FA	Financial Advisory	FA50	Head of Financial Advisory	5
		FA40	Financial Advisory Manager	4
		FA30	Financial Advisor	3
		FA20	Financial Analyst	2
FI	Finance & Tax	FI50	Head of Finance	5

Job Families And Job Roles Breakdown (7/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
FI	Finance & Tax	FI41	Financial Control Manager	4
		FI42	Asset & Liability Management Manager	4
		FI43	Zakat and Tax Manager	4
		FI31	Asset & Liability Management Supervisor	3
		FI32	Senior Zakat and Tax Specialist	3
		FI33	Senior Financial Specialist	3
		FI21	Asset & Liability Management Specialist	2
		FI22	Finance Specialist	2
		FI23	Zakat and Tax Specialist	2
FM	Facilities Management	FM50	Head of Facilities Management	5
		FM40	Facilities Management Manager	4
		FM30	Facilities Management Supervisor	3
		FM20	Facilities Management Specialist	2
		FM10	Facilities Management Administrator	1
FO	Finance Origination	FO50	Head of Finance Origination	5
		FO40	Finance Origination Manager	4
		FO20	Finance Origination Officer	2
		FO10	Finance Origination Administrator	1
FP	Finance Operations	FP50	Head of Finance Operation	5
		FP40	Finance Operation Manager	4

Job Families And Job Roles Breakdown (8/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
FP	Finance Operations	FP30	Finance Operation Supervisor	3
		FP20	Finance Operation Specialist	2
HC	Human Resources & Change Management	HC50	Head of HR & Change Management	5
		HC41	Talent Acquisition Manager	4
		HC42	Organisational Development Manager	4
		HC43	Learning and Development Manager	4
		HC44	Human Resource Operations Manager	4
		HC31	Senior Talent Acquisition Specialist	3
		HC32	Senior Organisational Development Specialist	3
		HC33	Senior Learning and Development Specialist	3
		HC34	Senior Human Resource Operations Specialist	3
		HC35	Senior Employee Relations Specialist	3
		HC36	Senior Succession Planning Specialist	3
		HC37	Senior Career Advisory Specialist	3
		HC21	Talent Acquisition Specialist	2
		HC22	Organisational Development Specialist	2
		HC23	Learning and Development Specialist	2
		HC24	Human Resource Operations Specialist	2
		HC11	Talent Acquisition Administrator	1
HC12	Learning and Development Administrator	1		

Job Families And Job Roles Breakdown (9/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
HC	Human Resources & Change Management	HC13	Human Resource Operations Administrator	1
HO	Health Operations	HO50	Head of Health Operations	5
		HO40	Pre-authorisation Field Manager	4
		HO30	Senior Pre-Authorisation Specialist	3
		HO20	Pre-authorisation Officer	2
		HO10	Pre-Authorisation Associate	1
IA	Internal Audit	IA50	Head of Internal Audit	5
		IA40	Internal Audit Manager	4
		IA30	Internal Audit Team Lead	3
		IA20	Internal Audit Specialist	2
		IA10	Internal Audit Associate	1
IR	Investor Relations	IR50	Head of Investor Relations	5
		IR40	Investor Relations Manager	4
		IR30	Senior Investor Relations Analyst	3
		IR20	Investor Relations Analyst	2
		IR10	Investor Relations Associate	1
LA	Loss Assessment / Adjustment	LA50	Head of Loss Assessment/Adjustment	5
		LA30	Senior Loss Assessment / Adjustment Specialist	3
		LA20	Loss Assessment / Adjustment Specialist	2
LC	Legal	LC50	Head of Legal	5

Job Families And Job Roles Breakdown (10/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
LC	Legal	LC40	Legal Manager	4
		LC30	Senior Legal Specialist	3
		LC20	Legal Specialist	2
MK	Marketing	MK50	Head of Marketing	5
		MK41	Marketing Strategy Manager	4
		MK42	Digital Marketing Manager	4
		MK21	Branding Specialist	2
		MK22	Market Research Specialist	2
		MK23	Multimedia Design Specialist	2
		MK24	Product Marketing Specialist	2
OS	Origination and Structuring	OS50	Head of Origination and Structuring	5
		OS40	Origination and Structuring Manager	4
		OS20	Origination and Structuring Analyst	2
		OS10	Origination and Structuring Associate	1
PA	Project Management	PA50	Head of Project Management	5
		PA40	Project Portfolio Manager	4
		PA30	Program Manager	3
		PA20	Project Manager	2
		PA10	Project Coordinator	1
PD	Product Development	PD50	Head of Product Development	5

Job Families And Job Roles Breakdown (11/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
PD	Product Development	PD40	Product Development Manager	4
		PD31	Product Development Supervisor	3
		PD32	Senior Industry Advisory and Solution Specialist	3
		PD20	Product Development Specialist	2
		PD10	Product Development Associate	1
PF	Portfolio/Fund Management	PF50	Head of Portfolio/ Fund Management	5
		PF40	Portfolio/ Fund Manager	4
		PF30	Assistant Portfolio/ Fund Manager	3
		PF20	Portfolio/ Fund Analyst	2
PM	Portfolio Management	PM50	Head of Portfolio Management	5
		PM40	Portfolio Manager	4
		PM30	Assistant Portfolio Manager	3
		PM20	Portfolio Analyst	2
PO	Policy Operations	PO50	Head of Policy Operations	5
		PO40	Policy Operations Manager	4
		PO20	Policy Operations Specialist	2
		PO10	Policy Operations Associate	1
PR	Procurement	PR50	Head of Procurement	5
		PR40	Procurement Manager	4
		PR30	Senior Procurement Specialist	3

Job Families And Job Roles Breakdown (12/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
PR	Procurement	PR20	Procurement Specialist	2
		PR10	Procurement Associate	1
RE	Risk Engineering / Risk Assessment	RE50	Head of Risk Engineering / Risk Assessment	5
		RE30	Senior Risk Engineer / Risk Assessor (by type of product)	3
		RE20	Risk Engineer / Risk Assessor	2
RG	Relationship Management	RG50	Head of Relationship Management	5
		RG40	Relationship Management Team Lead	4
		RG30	Senior Relationship Management Specialist	3
		RG20	Relationship Management Specialist	2
		RG10	Associate Relationship Manager	1
RM	Risk Management	RM50	Head of Risk Management	5
		RM40	Risk Manager	4
		RM30	Senior Risk Specialist	3
		RM20	Risk Analyst	2
		RM10	Risk Associate	1
RR	Reinsurance	RR40	Reinsurance Operations Manager	4
		RR20	Reinsurance Specialist	2
SA	Sharia Advisory and Research	SA50	Head of Sharia Advisory and Research	5
		SA40	Sharia Advisory and Research Manager	4
		SA30	Senior Sharia Advisory and Research Specialist	3

Job Families And Job Roles Breakdown (13/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
SA	Sharia Advisory and Research	SA20	Sharia Advisory and Research Specialist	2
		SA10	Sharia Advisory and Research Assistant	1
SC	Sharia Compliance and Audit	SC50	Head of Sharia Compliance and Audit	5
		SC40	Sharia Compliance and Audit Manager	4
		SC30	Senior Sharia Compliance and Audit Specialist	3
		SC20	Sharia Compliance and Audit Specialist	2
		SC10	Sharia Compliance and Audit Assistant	1
		SI	Sales and Distribution/Intermediaries	SI50
SI40	Insurance Sales Manager	4		
SI30	Insurance Sales Supervisor	3		
SI20	Insurance Agent	2		
SI10	Insurance Sales Associate	1		
SL	Corporate Secretarial Services	SL40	Corporate Secretarial Manager	4
		SL10	Administrative Support Assistants	1
SM	Sustainability Management	SM50	Head of Sustainability	5
		SM41	Sustainability Strategy Manager	4
		SM42	Sustainability Risk Manager	4
		SM43	Sustainability Investment Manager	4
		SM44	Sustainability Product Development Manager	4
SS	Sell-Side Research	SS40	Sell-Side Research Manager	4

Job Families And Job Roles Breakdown (14/14)

New

Modified

Job Family Code	Job Family	Job Role Code	Job Role	Seniority
SS	Sell-Side Research	SS30	Senior Sell-Sider Researcher	3
		SS20	Sell-Side Researcher	2
TE	Trade and Execution	TE50	Head of Trading & Execution	5
		TE31	Trader	3
		TE32	Quantitative Trader	3
TR	Treasury	TR50	Head of Treasury	5
		TR40	Treasury Manager	4
		TR30	Treasury Supervisor	3
		TR20	Treasury Specialist	2
		TR10	Cash Flow Associate	1
UN	Underwriting	UN50	Head of Underwriting	5
		UN40	Underwriting Manager	4
		UN30	Senior Underwriter	3
		UN20	Underwriter	2
		UN10	Assistant Underwriter	1

Technical Skills (1/6)

Code	Technical Skills
T001	Actuarial Knowledge
T002	Claims Handling
T003	Claims Investigation
T004	Claims Management
T005	Sustainability Insurance and Re-Insurance Solutions Application
T006	Underwriting Analysis
T007	Underwriting portfolio management
T008	Underwriting Software and Tools Application
T009	Surveying and Assessment
T010	Budgeting
T011	Business Continuity

Code	Technical Skills
T012	Business Management
T013	Facilities Management
T014	Knowledge of Accounting
T015	Knowledge of the Economy
T016	Legal Knowledge
T017	Legal Practice
T018	Operational Excellence and Continuous Improvement
T019	Operations
T020	Planning
T021	Property Management
T022	Statistics Knowledge

Technical Skills (2/6)

Code	Technical Skills
T023	Strategy Formulation
T024	Zakat and Tax
T025	Analytics / Decision Sciences
T026	Automation Expertise
T027	Cloud Computing
T028	Cyber Security
T029	Data Collection and Analysis
T030	Data Engineering
T031	Data Management
T032	Data Privacy and Protection Expertise
T033	Digital Customer Experience Design

Code	Technical Skills
T034	Digital Literacy
T035	Digital Transformation
T036	Distributed Ledger Technology
T037	Emerging Technology Synthesis
T038	Enterprise Architecture
T039	Fintech Innovation and Application
T040	IT Governance
T041	IT Infrastructure
T042	IT Operations Management
T043	IT Quality Assurance
T044	IT Services Management

Technical Skills (3/6)

Code	Technical Skills
T045	IT Solution Development
T046	Machine Learning and AI
T047	Regulatory Technology
T048	Systems Analysis
T049	Virtual Currency Literacy
T050	Asset Liability Management
T051	Asset Management
T052	Assets Valuation
T053	Attribution Analysis
T054	Behavioural Finance
T055	Business Acumen

Code	Technical Skills
T056	Business and Intangible Assets Valuation
T057	Corporate Finance
T058	Credit Facilities and Structure Assessment
T059	Credit Principles
T060	Deal Syndication and Arrangement
T061	Dealing
T062	Debt Collection and Management
T063	Due Diligence
T064	Execution and Post-Trade Monitoring
T065	Financial Analysis and Modeling
T066	Financial Control

Technical Skills (4/6)

Code	Technical Skills
T067	Financial Literacy
T068	Financial Planning & Advisory
T069	Financial Reporting
T070	Fund Management
T071	Intermediary Operations
T072	Investment Advisory
T073	Investment Analysis
T074	Knowledge of Sharia Financial Transactions
T075	Natural Capital Management
T076	Portfolio Management
T077	Research

Code	Technical Skills
T078	Settlement
T079	Sustainability Investment Strategy Development
T080	Technical Analysis
T081	Trading Strategies
T082	Trust Structuring
T083	Wealth Planning Administration
T084	Brand Management
T085	Marketing Practice
T086	Public Relation Management
T087	Change Management
T088	Compensation and Benefits

Technical Skills (5/6)

Code	Technical Skills
T089	Employee Relations
T090	Learning and Development
T091	Organizational Development
T092	Performance Management
T093	Recruitment
T094	Workforce Planning
T095	Workplace Health and Safety
T096	Procurement
T097	Strategic Sourcing
T098	Green Finance Product and Service Development
T099	Payment Process Management

Code	Technical Skills
T100	Payment Protocols
T101	Pricing Strategy
T102	Product Design and Development
T103	Product Knowledge / Advisory (Banking Sector)
T104	Product Knowledge / Advisory (Capital Market Sector)
T105	Product Knowledge / Advisory (Financing Sector)
T106	Product Knowledge / Advisory (Insurance Sector)
T107	Product Management
T108	Project Management
T109	Sustainable Lending Instruments Structuring
T110	Customer Acceptance Checking and On boarding

Technical Skills (6/6)

Code	Technical Skills
T111	Customer Focus
T112	Customer Management
T113	Relationship Management
T114	Stakeholder Management
T115	Anti-Money Laundering
T116	Compliance Advisory
T117	Compliance Monitoring and Reporting
T118	Corporate Governance
T119	Crisis and Emergency Response Management
T120	Fraud Risk Management
T121	Internal Audit

Code	Technical Skills
T125	Regulatory Knowledge (Capital Market Sector)
T126	Regulatory Knowledge (Insurance Sector)
T127	Regulatory Knowledge (Financing Sector)
T128	Risk Management
T129	Technical Writing
T130	Client Acquisition
T131	Contract Management
T132	Sales
T133	Carbon Markets and Decarbonization Strategies Mgmt.
T134	Climate Change Management
T135	ESG Analysis and Reporting

Behavioural Skills

Code	Technical Skills
B001	Achievement Orientation
B002	Adaptability
B003	Attention to Details
B004	Business Ethics
B005	Coaching and Developing Others
B006	Comfortable with Ambiguity
B007	Commitment and Accountability
B008	Communication Skills
B009	Creativity and Innovativeness
B010	Decision Making
B011	Empathy

Code	Technical Skills
B012	Entrepreneurial Mindset
B013	Global Perspective
B014	Influence
B015	Leading Change
B016	Motivation
B017	Negotiation and Persuasion Skills
B018	People Management
B019	Problem Solving
B020	Self-Development
B021	Strategic Thinking
B022	Teamwork

Segment definitions

Segment Code **B01**

Segment Title : Corporate Banking

Corporate banking is the tailor-made financial services that financial institutions offer to corporations in the context of corporate financing and raise capital. Corporate banking is a specialized division of a commercial bank that offers various banking solutions, such as credit management, asset management, cash management, and underwriting to large corporations as well as to small and medium-sized enterprises (SMEs).

Segment Code **B03**

Segment Title : SME Banking

SME banking refers to funding for small and medium-sized enterprises, a key component of the broader business finance market. It encompasses various capital sources, including bank loans, overdrafts, leasing, hire-purchase, equity, bonds, venture capital, private equity, asset-based finance (e.g., factoring, invoice discounting), and government grants or loans.

Segment Code **B05**

Segment Title : Credit Bureau

Credit Bureaus collect consumer and commercial credit information making it available to respective banks or individuals in form of credit reports enabling the assessment of creditworthiness of borrowers.

Segment Code **B02**

Segment Title: Private Banking

Private banking is banking, investment and other financial services provided by banks to high-net-worth individuals (HNWIs) with high levels of income or sizable assets. The main purpose of these banks is to provide these individuals, with options that suit their needs of investing their financial assets (wealth management).

Segment Code **B04**

Segment Title : Retail Banking

Retail banking - also known as consumer banking - is the provision of services by a bank to the general public, rather than to companies, corporations or other banks. Services offered include savings and checking accounts, mortgages, personal loans, debit/credit cards and certificates of deposit (CDs).

Segment Code **B06**

Segment Title : Payment Systems

Payment system is any system used to settle financial transactions through the transfer of monetary value. This includes the institutions, instruments, people, rules, procedures, standards, and technologies that make it exchange possible.

Segment definitions

Segment Code **F01**

Segment Title : Finance Lease/ Leasing

A leasing is a service engaged in financing the purchase of concrete assets. Though leasing company is the legal owner of the goods, the ownership and possession is effectively conveyed to the lessee who earns all benefits, costs, and risks linked to ownership of the assets.

Segment Code **F02**

Segment Title : Mortgage

A mortgage is granting credit to a borrower to own housing, and it is a service engaged in the business of originating and/or funding mortgages for residential or commercial property. A mortgage servicer is usually a commercial bank or a licensed company that helps with the processing of the loan, which can include making sure the loan is awarded to the borrower and that the borrower applies the loan to the intended purchase. Processing also includes tracking loan payments, sending reminder notices for missed payments, filing foreclosure documents in the event the loan is in default.

Segment Code **F03**

Segment Title : SME Financing

SME finance is the funding of small and medium-sized enterprises and represents a major function of the business finance market in which capital for different types of firms are supplied, acquired, and costed or priced. Capital is supplied through the business finance market in the form of bank loans and overdrafts, leasing and hire-purchase arrangements, equity/corporate bond issues, venture capital or private equity, asset-based finance such as factoring and invoice discounting, and government funding in the form of grants or loans.

Segment Code **F04**

Segment Title : Consumer Lending

Consumer lending is the category of financing centered on individual and household consumers. It includes financing home appliances, as well as personal loans extended to people who use the funds for individual or family purposes.

Segment definitions

Segment Code **F05**

Segment Title : Production Assets Finance

Production Asset Financing is defined as a practice of using the company's assets like machinery, inventory, buildings, short term investments, accounts receivable, etc. as the security to receive a fund or to take a loan against the items you own already. Production assets finance is designed to help business entities from different sectors acquire the fixed assets necessary to fulfil a project or business requirement

Segment Code **F07**

Segment Title : Credit Card Finance

A credit card is a payment card issued to users (cardholders) to enable the cardholder to pay a merchant for goods and services based on the cardholder's promise to the card issuer to pay them for the amounts plus the other agreed charges. The card issuer (usually a bank) creates a revolving account and grants a line of credit to the cardholder, from which the cardholder can borrow money for payment to a merchant or as a cash advance.

Segment Code **F06**

Segment Title : Microfinance

Microfinance is a type of financial services which is common for financing micro projects through the provision of small loans. Microfinance services are designed to be more affordable to small businesses who lack access to other financial services.

Segment definitions

Segment Code **C01**

Segment Title : Credit Rating

Credit rating is a quantified assessment of the financial strength of companies and government entities, especially their ability to meet principal and interest payments on their debts. A credit rating can be assigned to any entity that seeks to issue securities. Provides an independent evaluation of the creditworthiness of debt securities issued by governments and corporations.

Segment Code **C02**

Segment Title : (CM) Brokerage

Capital Market brokerage handles transactions between buyers and sellers, and acts effectively as a matchmaker. It executes buy and sell orders submitted by an investor, and charges the customer a commission for its services.

Segment Code **C03**

Segment Title : Asset Management

Asset management covers the management of assets which could involve investments like equity, fixed income securities, real estate, global investments etc.

Segment Code **C04**

Segment Title : Investment Banking ECM, DCM, M&A

Investment banking refers to capital raising and helping corporations issue equity and debt securities through IPOs or FPOs, facilitating Mergers & Acquisitions (M&As) both on buy and sell side of the deal and corporate restructuring along with a wide range of other functions.

Segment Code **C05**

Segment Title : Stock Exchange

Stock Exchange is the regulated financial market where securities are traded (bought and sold) at prices governed by the forces of supply and demand. Tadawul (the exchange) is the sole entity authorised in KSA to act as a securities exchange. Consisting of Saudi Exchange, Edaa & Muqassa that cover stock trading, clearing & settlement and depository center.

Segment Code **C06**

Segment Title : Wealth Management

Wealth management refers to overseeing all the financial aspects of the client and may include management of assets, taxes, estate, cash flows, and all other possible uses of money.

Segment definitions

Segment Code **I01**

Segment Title : Reinsurance

Provides insurance coverage to insurance companies themselves, rather than to individual policyholders or businesses. In other words, reinsurers insure insurers. By transferring some of their risks to a reinsurer, primary (or direct) insurers can protect themselves against large losses, improve their financial stability, and better manage their capital.

Segment Code **I03**

Segment Title : Insurance-Related Service Providers

Provide services to insurance and reinsurance companies including claims management (i.e. third-party administrators,), intermediary and distribution services (i.e. brokerage, sales, agency), surveying and adjustment (i.e. loss adjusters, claims adjusters, surveyors), underwriting and actuarial services (i.e. managing general underwriters, actuarial consulting, risk modeling, others) as well as technology and insurance technology providers.

Segment Code **I02**

Segment Title : Insurance

Provide insurance products such as General insurance/non-life insurance policies providing payments depending on the loss from a particular event (i.e. Motor, Property, Engineering, Marine, Aviation, Energy, and Liability insurance products), Medical insurance (i.e. health of policyholders) as well as Protection and Savings (i.e. premium to dependents following the death of policyholders)

Job family definitions



Job Family Code

AC



Job Family

Actuary

Deal with the measurement and management of the risks and uncertainty to set the pricing strategy for insurance and annuity premiums, reserves of overall portfolio, and dividends using probability, financial theory and computer science. Roles in this function may be responsible for estimating and reporting on levels of outstanding claims services, reviewing of premium rates/rating methods and providing input to the business plan of the actuarial function.



Job Family Code

CT



Job Family

Bancassurance

Bridge the gap between banking and insurance services by offering integrated financial products to customers. This job family is responsible for designing and delivering bancassurance solutions that combine banking products with insurance offerings, aiming to meet customer needs across various life stages. Responsibilities include managing partnerships between banks and insurance companies, developing product offerings, and ensuring compliance with regulatory requirements. Additionally, it focuses on providing customers with tailored financial advice that incorporates both banking and insurance products, ensuring that these solutions are accessible through the bank's distribution channels, enhancing customer satisfaction and retention.



Job Family Code

BO



Job Family

Banking Operations

Provide operations services to support the businesses in a timely, efficient manner and while managing day-to-day operational risk. Major functional areas include: remittances, payments and cash management for all currencies; centralised clearing and back-office activities for account opening, loans administration and collateral rights documentation as well as collateral insurance, etc., trade finance, letters of credit and letters of guarantee, custody services back office, asset management back office, IPO and corporate transactions operations, treasury back office, syndicated loans, and tracking receipts and payments for reconciliation. Takes responsibility for initiatives in operational centralisation, straight-through processing (STP), automation, process reengineering/restructuring.



Job Family Code

CL










Job Family



Claims

Manage claims from first notification through settlement, including negotiation, collections and recovery. Evaluate loss details, determine coverage and liability, and coordinate with external specialists such as adjusters or legal counsel. Oversee subrogation, salvage, or third-party recoveries to minimize net losses. Provide claims services in compensation, restitution, or repayment, ensuring compliance with regulations across single or multi-country portfolios.

Job family definitions

 Job Family Code  Job Family Clearing, Reconciliation and Settlements	CS	<p>Perform clearing activities and related settlement of securities and derivatives including FX and commodities, reconciliations, and processing of asset servicing. Clearing trades involves looking at the records made by the traders when they buy and sell shares or other financial products, and checking that they match the records kept by the people from whom or to whom the shares were bought or sold (the counterparties). Settlements cover everything from preparing the documentation required for a sale, to making sure the firm has been paid for all the shares it has sold and bought.</p>
 Job Family Code  Job Family Collateral / Asset Valuation	CA	<p>Evaluate collateral and/or assets of customers, partners, and other stakeholders, enabling informed decision-making regarding coverage limits, underwriting, feasibility, or risk management strategies. Establish value by leveraging multiple data sources, analytical methods, and professional judgment to form a comprehensive assessment. Examine all variables—such as market conditions, asset condition, location, and potential legal or regulatory factors—that might influence the worth of a property or investment asset pledged as collateral. Provide a detailed assessment report that highlights both the estimated value and any associated risks stemming from the asset's current state.</p>
 Job Family Code  Job Family Collateral Management	CM	<p>Ensure the collateral value sufficiently cover the debt. Manages the collateral, safeguard tangible and intangible assets pledged. Responsible for taking control of the property when a loan-borrower is unable to make full principal and interest payments on their Loan. Responsible for collateral liquidation in case of default and collateral termination when debt is settled. Follow up on repossession procedure until court ruling and repossession execution.</p>
 Job Family Code  Job Family Collection and Recovery	CR	<p>Identify and recovers debts due to the organisation. Collect both secured and unsecured debts that are in arrears. Contact customers with delinquent accounts and warns them that failure to pay will result in court proceedings. Improve recovery systems and collection tools in order to match business growth by keeping delinquency ratios within acceptable standard levels.</p>



Job family definitions

 Job Family Code **CN**
 Job Family
Communication & Stakeholders Engagement



Drive the development and execution of communication strategies that enhance the organization's reputation and stakeholder relationships. Engage both internal and external audiences by ensuring clear, consistent, and aligned messaging across all communication channels. Manage media relations, public relations, and internal communications to foster transparency, promote employee engagement, and build the organization's public image. Lead corporate events and stakeholder engagement initiatives that strengthen relationships and support the organization's strategic goals. Ensure all communication efforts contribute to a cohesive brand identity and long-term organizational success.

 Job Family Code **CO**
 Job Family
Compliance, AML, and CTF

Ensure that the organisation conducts business in compliance with ethical business practices, company policies and all applicable regulatory requirements and best practices. Prepare documentation to financial regulatory authorities and manages the relationship with them. Develop compliance reporting both internally and for the regulators. Prevent, investigate and control actual and potential criminal activity. Develop and maintains compliance policies and procedures and assesses business units against them. Develop, recommend and implement processes and controls to ensure firms and/or business unit compliance with overall rules and regulations. Monitor and analyse transactions to ensure appropriateness of activities. Advise on non-compliance impact and implications to all functions. Ensure employees have received appropriate testing and qualifications related to compliance regulations. Investigates, prosecutes and adjudicates terrorist financing through the provision of specialized training on issues related to special investigation techniques. Raise the compliance culture with the regulations, instructions, and codes of conduct through presenting proposals, and recommendations of compliance. Monitor customer and transactional records to identify unauthorized transactions and fraudulent accounts.









 Job Family Code **CG**
 Job Family
Corporate Governance

Implement structures and processes that are designed to ensure balance the interests of a company's many stakeholders such as, shareholders, senior management executives, customers. Develop and maintain the governance framework, and ensure its compliance with requirements. Ensure adequacy of internal governance mechanisms as well as the efficiency of internal processes across all functions to maintain and enhance a robust governance culture.



 Job Family Code **CP**
 Job Family
Corporate Strategy

Plan and direct strategy activities in an organisation such as, coordinating strategy, managing organisation strategy and developing business plans. Analyse and assess what is necessary for the organisation to meet its goals and objectives. Convert strategic objective into measurable goals and distribute them among different functions taking in consideration other functions' inputs. Lead the process of strategic planning that includes the development of main planning. Develop different tools to measure and maintain progress in accordance with the strategy including but not limit to balance scorecard. Supervise the implementation of the strategy and report accordingly. Develop market insights and conduct research activities.



Job family definitions

 Job Family Code  Job Family Credit	CT	<p>Analyse the overall financial strength and repayment capability. Conduct research and prepares reports for both internal and external purposes. Compare credit information to the credit performance of consumers/businesses with similar profiles. Use a credit scoring system to award points for each factor that helps predict who is most likely to repay a debt. Responsible for authorising credit exposure relating to traditional or complex financing activities. Analyse and review financial information pertinent to potential borrowers, where the organisation is considering secured/unsecured lending. Implement the company's credit policy; credit policy decisions are made by the Risk Management Function</p>
 Job Family Code  Job Family Credit Modelling	CE	<p>Gather data on repayment of consumer and corporate from different eligible sources. Identify credit modelling requirements and determine variables for predicted outcome. Develops factors weights according to the importance of the risk predictors. Develop the statistical analysis credit models. Generates credit scoring reports.</p>
 Job Family Code  Job Family Credit Rating Analysis	CD	<p>Evaluate ratings within set frameworks or develop new ratings, to provide support for surveillance requirements, and issuer and investor transactions. Research and develop rating opinions resulting in a rating of a security or an issuer company, and the supporting analytical input.</p>
 Job Family Code  Job Family Custody	CU	<p>Hold securities and other assets on behalf of clients for safekeeping in order to minimise the risk of their theft or loss. Offer other services, such as account administration, transaction settlements, collection of dividends and interest payments, tax support, and foreign exchange.</p>

Job family definitions

 Job Family Code **CC**
 Job Family
Customer Care



Provide new and existing customers with the best possible service in relation to billing inquiries, service requests, suggestions and complaints for the purpose of increasing customer satisfaction. Includes Call Centre - Outbound, Call Centre/Customer Service, and E-Channels Customer Service. Reports periodically on quality of service and customer satisfaction.

 Job Family Code **CY**
 Job Family
Cyber Security

Cybersecurity is the protection of networks, IT systems, operational technologies systems and their components of hardware and software, their services and the data they contain, from any penetration, disruption, modification, access, use or unauthorised exploitation. The concept of cybersecurity also includes information security and digital security*. * According to the Royal Decree number 6801, dated 11/2/1439H.


 Job Family Code **DA**
 Job Family
Data & Analytics

Analyze, interpret, and translate complex data sets into actionable insights to support business decision-making and strategy formulation. Develop and maintain data models, reports, and dashboards to identify trends and performance metrics. Utilize statistical tools and data visualization techniques to inform risk assessments, customer segmentation, and product performance. Collaborate with various departments to ensure data integrity and quality, while adhering to industry regulations and best practices in data management. Responsible for leveraging advanced analytics, including machine learning, to support predictive analysis and business innovation.

 Job Family Code **DB**
 Job Family
Dealing - Broking

As a dealer (principal), engages in the business of buying and selling securities on own behalf. As a broker (agent), responsible for sales in Stock Exchanges and Commodities (Futures and Commodities Exchange) on behalf of clients, where main activities include monitoring the market, brokering trading deals, online secure trading platform, purchase and sale securities on behalf of clients and securities lending. Responsible for broker-to-client communications, business development and relationship management. Executes the sale and purchase orders for investment instruments set by portfolio managers. Negotiates the terms of the transactions and defines the principles of interventions on markets (volume, conditions). Provides portfolio managers with information on trading environment and trading activity.

Job family definitions

 Job Family Code **DC**
 Job Family
Delivery Channels

Provide delivery of banking services through channels ranging from traditional bank branches to the modern service delivery formats (Automated Teller Machines [ATM's], Mobile Banking or Phone Banking, Internet Banking/ E-Banking, Open Banking, and Self Service Banking).

 Job Family Code **DT**
 Job Family
Digital Transformation & IT

Lead the transformation of business operations by designing and implementing digital strategies that leverage advanced technologies such as AI, automation, and software solutions. This job family focuses on developing digital architectures, integrating new technologies with existing systems, and ensuring that digital solutions enhance both internal processes and customer experiences. Develop, manage, and maintain the organization's IT infrastructure to ensure seamless and efficient operations across all systems and platforms. Oversee the deployment and integration of software and hardware solutions that support business needs and improve operational efficiency.



 Job Family Code **FM**
 Job Family
Facilities Management

Design and maintain physical assets to ensure functionality, comfort, safety and efficiency of the environment by integrating people, place, process and technology. Plan the maintenance, cleaning schedules and daily activates of the facilities including current and future physical sites, and layouts. Develop policies to ensure health, safety and maintain healthy environment standards.



 Job Family Code **FI**
 Job Family
Finance & Tax

Manages all financial aspects of the organisation. Direct and coordinate financial activities that include financial control and treasury management. Financial Control includes: accounting control, financial planning and reporting, zakat and tax and accounting. Treasury Management includes: Liquidity Management, Investment, Banking relationship and foreign exchange.



Job family definitions

 Job Family Code **FP**
 Job Family
Finance Operations

Ensure all loan documentation are in place. Responsible for loan contract signing, loan administration and disbursement, real state ownership transfer, collateral rights documentation. Coordinate with legal advisor, collateral insurance, collateral valuation, loan origination and underwriting. Determine closing fees.

 Job Family Code **FO**
 Job Family
Finance Origination

Fill the application of the loan. Propose different loan options for the borrower. Request proof documents and conduct background checks and income checks. May negotiate terms of the loan. Finalise loan application with borrower according to underwriting and credit approval.



 Job Family Code **FA**
 Job Family
Financial Advisory

Assess clients' financial situation. Conducts economic and financial market research. Suggest and renders financial services to clients based on their financial situation. Provide clients with financial products and services in different financial services fields. Create financial plans for clients and develop Investment strategies. Educate individuals on Financial products, investment, and general financial awareness.



 Job Family Code **PF**
 Job Family
Portfolio/Fund Management

Work on matching investments to objectives, asset allocation for individuals and institutions, and balancing risk against performance. Manage an individual's or company's securities such as stocks and bonds, as well as other assets such as real estate, in order to earn the maximum profits within a stipulated time frame.



Job family definitions

 Job Family Code **HO**
 Job Family
 Health Operations

Review life and medical reports and doctor's recommendation (for health care service, treatment plan, prescription drug, or durable medical equipment that is medically necessary, and health report requested for disability or death) from the appointed health care provider. Contact the results of either approval or denial of the authorisation request. Ensure all prior authorisation and field operations requests are dealt with promptly as per the organisation's policies and procedures.

 Job Family Code **HC**
 Job Family
 Human Resources &
 Change Management

Drive the development and implementation of human resources strategies to align with business objectives. Manage talent acquisition, workforce planning, and employee development. Lead change management initiatives to support organizational transformations and ensure smooth transitions. Oversee performance management, employee engagement, and organizational culture efforts. Collaborate with business units to execute HR practices that enhance productivity and foster an adaptive workforce. Facilitate change by guiding teams through the impact of transformations while maintaining focus on employee well-being and engagement.

 Job Family Code **IA**
 Job Family
 Internal Audit

Independent and objective function aimed to enhance internal controls to achieve organisation objectives based on organisational risks. Monitor the proper use of resources to reach the defined goals and objectives. Provide recommendations and advice based on reviews, analyses and assessments of data and business processes. Perform full audit cycle starting from the audit plan end to the reporting to audit committee.

 Job Family Code **IR**
 Job Family
 Investor Relations

Manage and communicate information to investors regarding an organisation's operations, financial standing and strategy. Maintain the organisation's most up-to-date information with regard to its operational and financial performance reports. Handle inquiries from shareholders, investors or potential investors to make an informed judgement about the fair value and appropriate ownership of the organisation. Provide the organisation with feedback from investors and the market regarding operations, financial standing and strategy.

Job family definitions



Job Family Code

LC



Job Family

Legal

Represent and advise organisations in different legal matters such as, contract management, transactions, client claims, litigation, employment law, collection, bankruptcy, policies and procedures ...etc. Draft contracts and follow up letters for clients in case of delinquencies. Manage legal transactions, draft legal forms and prosecute law cases. Provide consultation on legal transactions, claim liability, legal rights and obligations. This includes providing reports on different legal matters. Support the organisation on strategic decision making.



Job Family Code

LA



Job Family

Loss Assessment /
Adjustment

Investigate complex or contentious claim on behalf of an insurance company. Responsible for establishing the cause of a loss and to determine whether it is covered by an insurance policy. Handle property claims involving damage to structures, and/or liability claims involving personal injuries or third person property damage. Submit documentation to the insurance company describing the incident and recommendations for the claim amount.



Job Family Code

MK



Job Family

Marketing

Develop and implement marketing strategies to promote the organization's financial products and services to target audiences. Conduct market research and competitive analysis to inform campaign strategies and product positioning. Manage digital marketing efforts, including social media, content marketing, and email campaigns, to engage with customers and increase brand visibility. Collaborate with internal stakeholders, including sales and product teams, to ensure alignment between marketing efforts and business goals. Measure and report on the effectiveness of marketing campaigns, adjusting strategies based on performance metrics.



Job Family Code

OS





Job Family


Origination and
Structuring

Work with clients and internal staff to originate customised investment deals/products or transactions to meet client requirements. Perform deal risk analysis, prepares credit memos, and designs and analyses the deal structure. Structuring is responsible for development (engineering/designing) and explanation of new and existing products for issuers. Structurers work closely with Sales and Origination staff.



Job family definitions

 Job Family Code **PO**
 Job Family
Policy Operations

Perform insurance policy administration, by ensuring accurate documentation are in place to support the risk exposure. Process applications, makes changes to, reinstatement of, and cancellation of insurance policies. Identifies areas of weakness in manuscript policy forms, explains why those areas are problematic and works closely with Legal to draft and finalise acceptable wording to assure that the policy wording matches the company intent. Issue insurance policy.

 Job Family Code **PM**
 Job Family
Portfolio Management

Perform constant review on loan portfolio, manage and control credit process inherent risks, manage loans performance, define portfolio segmentation and diversification.

 Job Family Code **PR**
 Job Family
Procurement

Direct and manage the procurement activities for an organisation effectively and efficiently. Manage the execution of contracts and billing associated with contracts, delivery of goods and services and daily procurement activities. This includes managing relationships with different vendors/end users. Supervise receiving goods and services from merchants and suppliers. Manage centralised procurement process via competitive bidding, reverse auction and tendering.

 Job Family Code **PD**
 Job Family
Product Development

Develop and evaluates products, and makes enhancements to existing products. Appraise new product ideas and determines their potential to address client's needs and achieve goals in revenue growth and market share. Identify and develops new market segments for current products to meet customers'needs effectively.


Job family definitions

 Job Family Code **PA**
 Job Family
Project Management



Manage projects and programs within the organisation and maintain project management standards. Initiate, plan, execute, control, and close a process to achieve specific goals and meet specific success criteria at the specified time and budget. Promote and improve project and program management practices. Prepare regular project status reports.

 Job Family Code **RR**
 Job Family
Reinsurance

Establish and maintains business relationships with reinsurance institutions. Ensure the organisation's insurance activities risks are properly covered with reinsurance agreements. Solicit best reinsurance service according to organisation's policies and procedures. Handle reinsurance new agreements, additions of new insurance policies to current reinsurance agreements and handles claims with the reinsurance institution. Manage reconciliations of reinsurance accounts.









 Job Family Code **RM**
 Job Family
Risk Management

Develop, recommend and implement controls and cost-effective approaches to minimise the organisation's risks effects. Identifies and analyses potential sources of loss to minimise risk and estimates the potential financial consequences of an occurring loss. Develop and implements risk procedures (including operational risk). Perform a continual cyclic process which includes risk assessment, risk decision making, and implementation of risk controls, which results in +F202+F232



 Job Family Code **SI**
 Job Family
**Sales and Distribution
/Intermediaries**

Develop, implement and administer the sales of insurance policies, and distribution programs. Coordinate with underwriting to accommodate client needs while adhering to insurer's policies requirements.



Job family definitions

 Job Family Code	SS	<p>Involve creation, promotion, and sale of stocks, bonds, foreign exchange, and other financial instruments by providing recommendation on trade decisions. Provide financial data service to different players of the financial industry who use sell-side equity research in forecasting companies' performance. Provide insight and analysis on financial assets.</p>
 Job Family Sell-Side Research		
 Job Family Code	SA	<p>Review and audit business activities policies and procedures with relation to Sharia and ensure compliance with the Sharia board decisions.</p>
 Job Family Sharia Advisory and Research		
 Job Family Code	SC	<p>Provide Sharia related researches and advise to support the financial institution's Sharia compliant activities.</p>
 Job Family Sharia Compliance and Audit		
 Job Family Code	SM	<p>Develop and implement sustainability strategies that align with the organization's financial goals while ensuring compliance with environmental, social, and governance (ESG) principles. Oversee initiatives related to carbon footprint reduction, energy efficiency, and responsible sourcing. Collaborate with stakeholders to integrate sustainable practices into all aspects of the business, including risk management, investment decisions, and operational processes. Monitor and report on sustainability performance and manage relationships with regulators, industry bodies, and investors to ensure transparency and accountability in sustainability reporting.</p>
 Job Family Sustainability Management		



Job family definitions

 Job Family Code **TE**
 Job Family
Trade and Execution



Manage the execution of trades on behalf of clients across various financial instruments, including equities, fixed income, commodities, and derivatives. Ensure timely and accurate trade processing while monitoring market conditions to optimize execution strategies. Collaborate with portfolio managers and research teams to implement trading strategies and mitigate market risks. Adhere to regulatory requirements, ensuring compliance with best execution standards. Responsible for maintaining relationships with counterparties, brokers, and exchanges, and monitoring post-trade activities, including settlement and clearing.

 Job Family Code **TR**
 Job Family
Treasury

Provide customers with trading services in local, regional and international markets across all securities and treasury-related products. Main activities include: market research and analysis, asset and liability management of foreign and local currency balance sheet (funding and gapping activity of the balance sheet; hedging and trading interest rate and foreign exchange exposure); financial markets and treasury sale (provides treasury services to major regional and international clients and day-to-day treasury product requirements such as commodities, equities, fixed income, FX, money market (MM), derivatives, and interest rate products, E-commerce solutions, and prime brokerage). Develop and provides hedging solutions for clients (Corporate, Institutional, SWF's and Government) in their exposure to all asset classes and enhanced return solutions for clients seeking to yield; and conducts investment and trading activities.


 Job Family Code **UN**
 Job Family
Underwriting

Apply standard rates and calculates premiums on new business, renewals and endorsements related to the Underwriting unit. Assess risk and pricing to ensure company value and ensures underwriting policies, procedures and guidelines are in compliance with the organisation's expectations.

 Job Family Code **SL**
 Job Family
Corporate Secretarial Services

Lead and manage the organization's administrative support. Oversee corporate secretarial duties, including organizing meetings, maintaining statutory records, and ensuring adherence to governance practices. Provide essential administrative support, ensuring the smooth execution of governance processes. Support leadership in managing administrative workload and achieving strategic objectives.

Job family definitions

 Job Family Code
RG
 Job Family

**Relationship
Management**

Develop, maintain, and expand client relationships while ensuring regulatory compliance and organizational objectives are met. Act as advisors and partners, matching clients' needs with the institution's products, services, and solutions. Drive sales, cross-selling and retention to meet profitability or business development targets. Work closely with product, risk and compliance teams to support clients in their business objectives and the timely delivery of solutions.

 Job Family Code
RE
 Job Family

**Risk Engineering /
Risk Assessment**

Evaluate physical property or asset through foundational site assessments and data gathering prior to being insured, to support underwriters in determining risk levels, offering coverage and policy suggestions, and identify potential mitigation measures to drive safety and profitability outcomes for both the insurer and clients.

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