



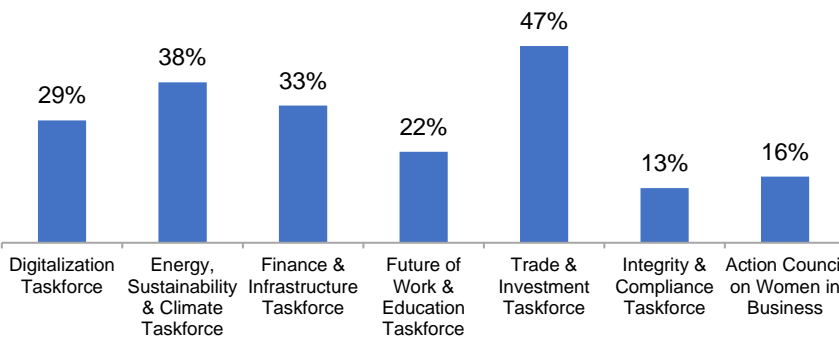
## U.S.-Saudi Virtual Town Hall: B2O Initiative to Address COVID-19

Event: Wednesday, April 29, 2020  
Time: 1:00 – 2:30 pm EST | 8:00 – 9:30 pm KSA

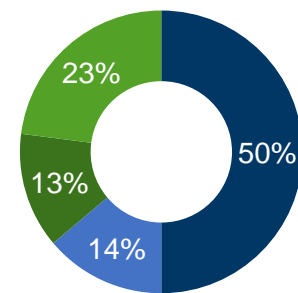
### Summary of Questionnaire

Conducted: 4/17-4/29 Respondents: 318

Question 1 - Based on your main sector of activity, what taskforce(s) is relevant to your company?

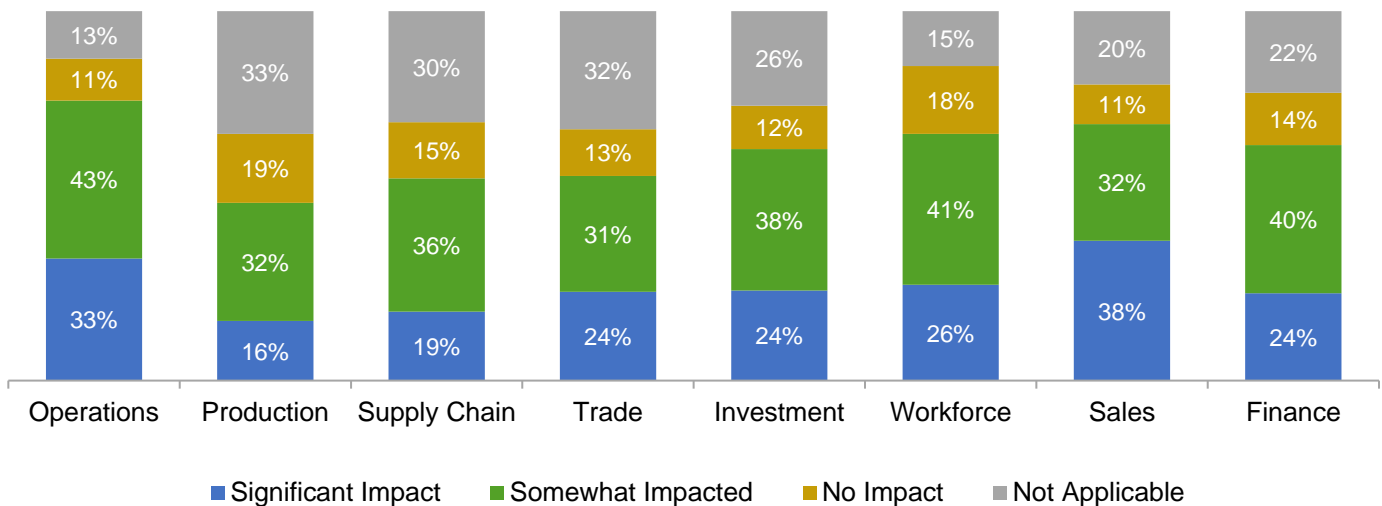


Question 2 - What is the size of your company?



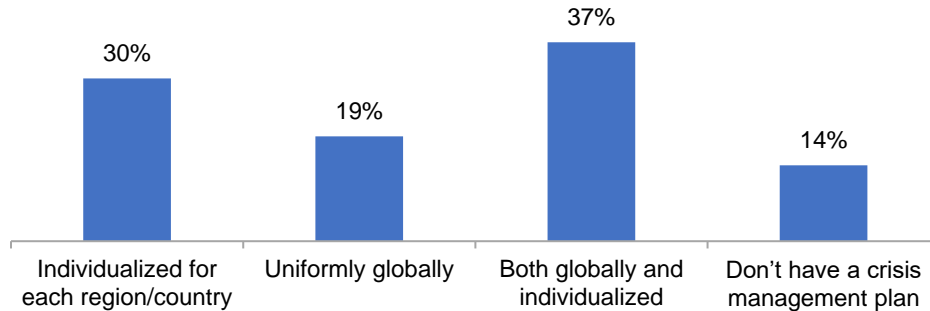
■ 250+ employees ■ 50-249 employees  
■ 10-49 employees ■ 1-9 employees

Question 3 - If the global coronavirus pandemic affected your business, what major areas have been disrupted and to what extent?

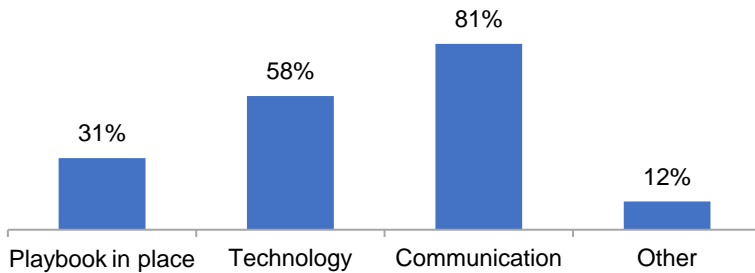




**Question 4 - If your company has a crisis management plan, how are you implementing it?**



**Question 5 - What are the main contributors to the success of your crisis management plan?**



Respondents attributed their successful management of current crisis to other factors such as best-in class network of subject matter consultants; in-house expertise on crisis management; designation of essential service provider to governments globally in healthcare and technology; operational management team leadership; effective management of remote workforce; team training; and experience.

**Question 6 - What are your three policy prescriptions for governments to jump-start the global economy in the post-pandemic phase?**

Responses grouped by the highest frequency or commonalities from respondents:  
 (See Appendix I for full list)

**Key recommendations on healthcare:**

- Focus on advanced testing, vaccines, scientific research to help eradicate COVID and future viruses with the potential to trigger new global pandemics
- Institute new/stronger public health controls and safety protocols and digital healthcare tools
- Develop a more transparent healthcare sharing system between all countries
- Increase spending in advancing medical cures for COVID-19 and future diseases
- Develop public private partnerships to monitor/contain viruses spread, guided by technology and science
- Address medical stockpiling and logistics of medical supplies

**Key recommendations on the economy, trade, labor, and finance:**

- Continue government support programs and subsidies such as business loans, grants, employment wage protection, and tax abatements
- Ease restrictions on import tariffs and further support for trade agreements



- Increase government and bank loans to the private sector with lower interest rates and deferred loan payments
- Continue investing in large projects to provide employment opportunities to the private sector
- Provide support to profitable companies to keep them afloat during the pandemic
- Introduce digital tools for interaction among governments, businesses, and citizens
- Workplace new hygiene and safety protocols; telework; workforce training and human capital growth policies with a renewed focus on protection of the human asset
- Proper coordination among G20 countries to boost business confidence
- Tax/customs holidays/reduction on international trade
- Develop new global travel protocols

**Sector specific recommendations:**

- Strengthen investments in infrastructure, energy, science, and technology
- Resume mega-projects in the construction sector; give SMEs a larger role
- Improve, diversify, and support supply chains that are more resilient and less impacted by regulatory barriers
- Address over dependency on few countries for manufacturing of critical medical supplies and food

**Key recommendations to support SMEs:**

- Boost SMEs through financing, promoting entrepreneurship, and regulatory support
- Enhance government support to lift SMEs as a contributor to the economy
- Relax banking norms for SMEs
- Protect profitable SMEs so they can continue contributing to the economy

---

**Question 7 - Do you have any questions for the speaker(s) to answer during the town hall?**

Summary of Questions:  
(see Appendix II for full list)

**Government Actions Post COVID-19:**

- What are governments and business planning after the crisis ends?
- Are governments expected to resume spending programs prior to COVID-19?
- How is e-commerce and digitization expected to shape the global economy post COVID-19?
- How are governments and healthcare businesses working together to treat COVID-19 patients?

**G20 & B20 Coordination Towards COVID-19 Solutions:**

- What is B20 Saudi Arabia's top priority related to COVID-19 containment across the globe?
- What changes will the COVID19 pandemic make on the outcome of the G20 summit?
- How will cuts in government budgets support further R&D regarding COVID-19?
- How will the B20 recommendations factor into the G20 planning, including opportunities for the taskforces to directly engage with G20 leaders/discussion?

**Investment Climate and Private Sector Support as a result of COVID-19:**

- How will COVID-19 affect inbound investments globally and in Saudi Arabia in particular?
- How can the private sector provide a model and framework for global cooperation and action at a time when governments appear to be acting in silos?



## Appendix

### **Appendix I: Question 6 - What are your three policy prescriptions for governments to jump-start the global economy in the post-pandemic phase?**

#### **All Recommendations:**

- 1) Effective implementation of updated public health programs including prioritized research, building sufficient highly trained healthcare service providers, improve healthcare security especially related to supply chains, and overhaul health insurance; 2) More government support to invest in manufacturing sectors and less dependence on service sectors; 3) Debt refinancing
- 1) Create a global coalition towards an international Marshall Plan style massive investment to jump start economies, regardless of deficits or monetary instruments output conserving relative asset value proportionality; given the fact that the crisis is global, there will be less imbalance from intervention. 2) Create a role for the above effort in (1) to deploy a PPP type sector by sector response across the corporate realm involving all sizes of companies and with the government funded stimulus putting back to work the unemployed (in the style of both the Great Depression New Deal and the post-WWII Marshall Plan but we need to avoid the World Bank playing the central role because of its very poor track record right now in doing even a modest fraction of this --a separate mechanism needs to be designed involving public authorities and the private sector); 3) A dedicated set of priority programs on health, pandemic, and global crisis preparedness and a critical products and services global supply chain system using the latest AI-powered platforms with national location in each region of production and distribution centers and networks (this can serve future operational crisis management requirements while serving as a useful segment of the stimulus on infrastructure in supply chain logistics and industrial technologies)
- 1) Governments must cooperate to address the structural components which contributed to the crisis: data silos in healthcare, lack of cross-border coordination, and corruption in healthcare; 2) Healthcare policy decisions should not be influenced by special interests; 3) Governments need to step up to make this a reality
- 1) Learn lessons from current events to better handle a repeat of this crisis; 2) Focus on encouraging investments in medical services and research; 3) Proper coordination among G20 countries to provide confidence to the business community that governments are in control of the situation
- 1) Governments must continue and enhance methods of wage support to help protect the most vulnerable members of society - for both citizens and residents; 2) Temporarily suspend collection of residence (dependent) fee / income tax. 3) Invest in automation and artificial intelligence to enhance the resilience of supply chains.
- 1) Have the discipline to keep the research going to find a cure; 2) Provide the necessary funding for the businesses to stay open; 3) Relax some of the stringent rules that impeded rapid approvals of using MSC therapy.
- 1) Re-focus the jump-start effort on essential activities, providing sovereign resources and autonomy on key basic goods; 2) Re-think the capitalist and profit driven policies and work more on human capital growth policies, re-centering the policies on the human asset. COVID-19 was a clear example that the old approach was not sustainable; 3) Relax the procedures for loans to boost entrepreneurship; as large corporation will need more time to heal, the best approach to boost consumption in the right way is a bottom-up approach with states and Governments' direct involvement, not financial institutions or marketplace driven.
- 1) Relax banking norms for lending to SMEs; 2) Defer tax, government levies for 6 months; allow payment of government levies and VAT after that; 3) Discount utility fee payments; 4) Encourage landlords to forego rent and in exchange give tax credits or concession in taxes; 5) Support unemployed with unemployment benefits for at least 3-4 months
- 1) Maintain recommended public health precautions; 2) Available COVID-19 testing prior to opening international borders; 3) Support third world requirements



- 1) Global travel protocols; 2) Data-sharing on testing/cases; 3) Extension of credit lines to developing countries
- 1) Universal COVID-19 antibodies testing; 2) Mobilization of key infrastructures and institutions to establish confidence in safety priorities; 3) Prioritize financial resilience targets and infrastructure growth for job resurgence, educational realignment, medical stockpiling and logistics, with a unified media PR campaign
- 1) Increase global trade with reliable partners and create partnerships; 2) Ease the movement and travel of people; 3) Promote private sector investments globally
- 1) Ease restrictions (similar to the US easing restrictions on vaccine human trials), to encourage the private sector investment; 2) Move forward with government spending (contract awards) to incentivize private sector and restart the economy; 3) Offer low interest business loans to private sector entities operating in select fields with high impact from a macro point of view.
- 1) Tax cuts and spending plans; 2) Work on a plan to get the people back to work and lower unemployment; 3) Increase productivity
- 1) Encourage innovation in science and tech; 2) Remove regulatory burdens; 3) Explore alternative investment resources
- 1) Specify clear guidance regarding cybersecurity; 2) Establish paperless processes that facilitate and promote digital interaction between governments, businesses, and individuals; 3) Establish methods for secure authentication for a more digital cyber connected world
- 1) Confidence building measures including job stability; 2) Incentives for cost/expense of business; 3) Quantitative easing
- 1) Encourage business confidence at home and abroad, and protect as many companies from failing as possible; 2) Require banks to defer loan payments for troubled households or companies; 3) Reduce taxes
- 1) Have a uniformed approach; 2) Put the safety of residents first; 3) Provide support where the economy needs it most
- 1) Prepare and plan to resume business operations; 2) Decrease new and active COVID-19 cases; 3) Issue guidelines prior to resuming business operations
- 1) Provide communication channels; 2) Provide main contacts; 3) Coordinate with respective parties locally and internationally in timely manner
- 1) Develop and implement digital healthcare solutions for preventative medicine; 2) Provide government support
- 1) Provide subsidized loans; 2) Announce schools to reopen in the fall; 3) Ease regulations for starting new business
- 1) Follow advice of public health professionals; 2) Take it slowly and be conservative in approach; 3) Work on 5 year forward planning now to take into account "bounce back" and also new norms
- 1) Create a national protocol for states to adopt (i.e. wear masks in public places until phase 2; social distancing until phase 2, etc.)
- 1) Decentralize the supply chain; 2) implement sustainability and circular economy; 3) Regional medical production capacity
- 1) Get taxpayers a return for their money in equities of "rescued companies"; 2) Take learning of functioning parts of economy to implement new structures and environmental protection
- 1) Develop sustained commitment to trade liberalization; 2) Support global value chains; 3) Regulatory flexibility to support innovation
- 1) Government willingness & ability to make decisions; 2) Set aside partisanship; end trade wars; 3) Don't allow state & local governments to declare bankruptcy
- 1) Continued control over the pandemic; 2) Rapid restart of industry; 3) Control of borders
- 1) Access to capital (loans); 2) Enhance e-services; 3) Redistribute budget by utility to citizens
- 1) Support the SMEs; 2) Increase the government spending directed to local entities
- 1) Reduce regulations; 2) Break down barriers to work; 3) Offer tax incentives to new investments
- 1) Open market; 2) Establish new policies on hygiene and considerations to other co-workers; 3) Establish new views to continue to sell to our customers
- 1) Economic stimulus package; 2) SME uplift support; 3) Paycheck protection
- 1) Controls and pretesting for all travelers; 2) Incentives from countries needing our services; 3) Relief on immigration and residence visa renewals
- 1) Invest in energy access; 2) Cross collaboration on infrastructure projects



- 1) Facilitate inwards movement of non-Saudi personnel, not just repatriation to home countries. For crew changes in marine/vessel operations and other areas, it is becoming a critical obstacle that non-Saudis cannot return to the Kingdom; 2) Consider lifting/easing restrictions on in Kingdom movement in areas with smaller number of Covid-19 cases (for example Dhahran and Al Khobar); 3) Generally start considering how people movement can gradually and in a controlled manner become less restricted, as currently this is becoming a major challenge for continued operations
- 1) Confidence building measures to re-instill confidence and avoiding similar disruption; 2) Continuing lifeline to companies affected by crisis; 3) Acceleration of digitization
- 1) Business loans, grants; 2) Unemployment incentives
- 1) Do not press for more and tighter regulations in the healthcare and employee "arena."; 2) Do not push for higher taxes in 2021 to offset the surge in spending during the crisis; 3) Allow for accelerated depreciation expense of capital goods (over just 1 year, not the typical 5 year expense tax accounting)
- 1) Gold investment opportunities; 2) Environmental waste to energy processes; 3) Tax incentives to business owners
- 1) Re-educate labor, supply chain repair, infrastructure projects development; 2) Focus on labor using productive, practical investments; 3) Focus on pragmatism, away from shiny new objects
- 1) Tax/customs holidays/reduction on international trade; 2) Reduction of bank interest rate (federal rate) to support and stimulate investment; 3) Lower requirements for bank guarantees and facilities required to restart business; 4) Roll over for bank facilities and guarantees
- 1) Use our effective solutions to prevent pandemic viruses, including Coronavirus and all future lethal viruses, bacteria, and microbes that cause diseases and economic disruption. We have Part 1, Part 2 and Part 3 Solution Reports in the PDF Format. We will be pleased to send.
- 1) The epidemic will be under control with vaccines/drugs; 2) Continued less disruptive containment measures; 3) Ensure that workers do not lose their jobs
- 1) Pro-business / pro-investment policies; 2) Find ways to further unleash innovation by removing rules and regulations that prevent fast movement of new products and solutions
- 1) Staggered restart in phases; 2) Teams return from each group in 4 waves; 3) Use of Teams and Zoom as much as possible even after return
- 1) Antibodies testing; 2) Workplace protocols; 3) Resumption of international travel
- 1) Ease of finance; 2) Sustained remote working to accelerate urban sustainability; 3) Rationalization of state budgets
- 1) Open business; 2) Continue to work globally for a vaccine; 3) Open communications between countries; 4) Keep distance; 5) Stay home; 6) Be safe
- 1) Don't restart, start where you left off on key projects; 2) Start new projects immediately that add labor; 3) Shorten and communicate the decision and authorization process
- 1) Incentives for financing options for businesses; 2) Ease of trade restrictions and tariffs; 3) Opportunities for infrastructure grants
- 1) Tax forgiveness or deferment; 2) Expat extensions for all immigration related areas; 3) Government subsidies post return to work
- 1) Direct financial support to end businesses / consumers; 2) Measures to ensure employment burden is minimized so that businesses can come back; 3) Proactive communication / guidance on how to restart businesses and support on mitigation steps in initial phase
- 1) Strict commitment that the invoices of contractors (Construction, Engineering & Suppliers) who are working for the Government be paid on a monthly basis (those invoices which are correct and approved by government representatives); 2) A mechanism to establish an effective and fast government agency to be contacted by the contractors (Construction, Engineering Companies & Suppliers), to address government payment delays; 3) Give more opportunities to local companies (engineering supply & contracting) in the mega projects
- 1) Raise the debt ceiling; 2) Immediate spend on construction; 3) Postpone government fees
- 1) Get people back to work with strict hygiene guidelines; 2) Safety: Implementing policies to avoid a second wave of infections and further spread; 3) Stimulus to jump-start the economy (e.g. large mega projects in oil & gas, infrastructure, etc.)



- 1) Ensure proper testing is in place; 2) Continue with social distancing and other requirements e.g. masks; 3) Monitor pandemic intensely by forming public private partnerships, etc. and using technology like China did.
- 1) Immediate infrastructure spending; 2) Engagement with multi-nationals across all lines of business; 3) Communications to US partners
- 1) Global supply chain disruptions; 2) Address over dependency on few countries for manufacturing of critical medical supplies and food; 3) Identify and recommend mechanisms for prudential standards to encourage countercyclical measures
- 1) Governments need to ensure that the SMEs are protected from the economical negative impact of the COVID-19 pandemic
- 1) Issue a vaccine; 2) Initiate major infrastructure programs, investment in tech, bio-science, green energy, coordinated policies on devaluation, inflation, debt management (where appropriate) and national policies when required; 3) Measured increase in defense spending; 4) Slow but sure reassertion of the major powers over their respective spheres of influence
- 1) Lower taxes for low income; 2) Raise taxes for wealthy; 3) Distribute wealth from the rich to the poor
- 1) Work from home as much as possible; 2) Pre-employment and after vacation medical test; 3) Stop handshaking completely
- 1) Ensure a gradual plan for easing social distancing; 2) Test employees for disease/ antibodies; 3) Ongoing testing to maintain a healthy taskforce
- 1) Investment; 2) Financial assistance to individuals and companies; 3) Development of diagnostics and therapies for a second wave of the coronavirus or if it mutates. We have to learn from history, the 1918 influenza epidemic
- 1) Stimulus packages; 2) Tax breaks and waiver of government fees; 3) Local employees support
- 1) Return to work safely; 2) Ensure businesses have the tools to keep people safe
- 1) Start mega infrastructure projects; 2) Provide simplified incentive loans; 3) Reduce taxes
- 1) Government should give loans to SME to survive; 2) Government fees for employees should be reduced or waived; 3) Governments should give benefits or incentives to cover up the crises
- 1) Stimulus package; 2) Reduce government fees and government spending
- 1) Grants to some sectors; 2) Financing salary protection; 3) Stimulus
- 1) Import tariffs to protect domestic producers from Chinese competition
- 1) More financial support; 2) Regulation reform; 3) Higher standards implementation
- 1) Tax abatement; 2) Reduce trade impediments; 3) Targeted financial support
- 1) Freedom of Trade; 2) Reduction of Regulations; 3) Fiscal Support
- 1) Technology; 2) Communication; 3) Decision making process
- 1) Stimulus package; 2) Contain virus; 3) Promote healthy exports/imports
- 1) Lend to Startups and SMEs; 2) Government procurement deals
- 1) Provide alternative supply chains; 2) Technology; 3) Workforce training
- 1) Reactivate safely to avoid a second wave of re-infection
- 1) Financial support; 2) Transparency; 3) Relaxed bureaucracy
- 1) Phased start up; 2) Massive testing; 3) More remote (telework)
- 1) Incentives; 2) Financial Support; 3) Trade Agreements
- 1) Safety; 2) Gradual return to business; 3) Political accord
- 1) Increase CAPEX; 2) Tax reduction; 3) Trade incentives
- 1) Test uniform approach to banking sector stimulus
- 1) Control COVID-19 before taking drastic actions
- 1) Small business loans; 2) grants; 3) Tax incentives
- 1) Transparency; 2) Diversification; 3) easier FDI
- 1) Diversify; 2) Strategize; 3) Be aggressive
- 1) Infrastructure; 2) Energy; 3) Trade
- 1) Data; 2) Information; 3) Facts
- 1) Safety; 2) Economic stimulus
- 1) Relax the stay-at-home orders
- 1) Trade promotion especially PPEs
- 1) Finance; 2) Labor; 3) Technology
- 1) Enough testing and surveillance



- 1) Kick-start consumer spending
  - 1) Economic finance; 2) Cut cost
  - 1) Help for small business
  - 1) Healthcare localization
  - 1) Access to financing
  - 1) Investment in high-tech
  - 1) Cloud adoption policies
  - 1) Careful but aggressive
  - 1) Jobs programs
- 

## Appendix II: Question 7 - Do you have any questions for the speaker(s) to answer during the town hall?

### All Questions:

#### B20/G20

1. What is B20 Saudi Arabia's #1 priority related to COVID-19 containment across the globe?
2. What changes will the COVID19 pandemic make on the outcome of the G20 summit?
3. How will the B20 recommendations factor into the G20 planning, including opportunities for the task forces to directly engage with G20 leaders/discussion?
4. With some countries planning to foresee a digital pandemic surveillance state that geo-tracks every movement of their residents, how do you feel about the future of surveillance and civil liberties?
5. How can the private sector provide a model and framework for global cooperation and action at a time when governments appear to be acting in silos?
6. Should there be a greater good with global cooperation during this time rather than economic positioning? And is it possible with the leadership of the world today?
7. What is the next plan post COVID-19 God willing?
8. Why did all the systems failed?
9. Do you have a strategic planning in process?
10. Any stimulus packages by region/country?
11. How can we accelerate e-services and digitalization of the workplace to ease the economic restart? Is there any standardization foreseen or expected for the work place digitalization?
12. What's the next wave of commerce?
13. How important are the Alternative Dispute Resolution tools, especially Mediation, in the current circumstances?
14. How can one ensure a fair and equitable distribution of a country's wealth creation?
15. How best to ensure the free flow of supplies through current / redesigned supply chains? Protectionism during the COVID-19 pandemic has put a major dent to dependable global trade.
16. How do you suggest planning to test management and employees, when, and will you continue to test periodically?
17. What is being done with digital healthcare solutions for preventative medicine in the near future?
18. COVID-19 pandemic will end one day, sooner or later; if the world is to face a new pandemic, what shall governments and businesses put in place to be prepared? And how to include the expected customer behavior? How are client demand, competitors values and employees change factoring in that equation?
19. How to balance between health and economic wellbeing?
20. Does the process of MSW or waste from oil refineries to bio fuel and other renewable sources have a place in the Saudi Arabia B20 initiative?



21. Many startups got burned. Where do they go? Why can't policy planning units allow moderate dialogue with stakeholders? pre or post policy ?
22. Private wealth preservation outside of the fiat system. Is crypto / bitcoin an option?
23. How are they guiding their clients on Risk Management business loss claims currently? Who is negotiating their insurance claims?
24. Why is there such a reluctance to support the use of MSCs for the prevention and positive effect on those who have COVID-19? Celltex Therapeutics has clinical trials ongoing in the USA and Mexico with positive benefits. Big Pharma lobbies for the use of drugs when MSCs are proven to be the natural benefit because it is from one's own body. Why let this happen? Drugs are very expensive and so far have no effect, yet the use of MSCs are far less expensive, more readily available and proven to be beneficial. Celltex's over 9,000 therapies administered are proof of that. They are safe and effective. What else is needed?
25. Due to irresponsible attitude of China and not providing true information about Coronavirus to the world, should we not revisit our relations with China?

### US-Saudi relations

1. How do you think the two Governments can cooperate?
2. Can you highlight the opportunities for investment in the US and KSA that have been discovered during the pandemic?
3. How will the COVID-19 pandemic affect the inbound investments in Saudi Arabia, especially from the perspective of US companies?
4. Any specific impact to Saudi-US relationship?
5. Currently, there are no approved specific treatment for the Coronavirus. Development of new safe and effective therapeutic drugs to treat this devastating disease are needed. Does Saudi Arabia have a grant program that funds joint Saudi-American R&D and clinical trials programs for drugs to treat persons with acute respiratory disease as well as sepsis?
6. Aside from the obvious issue of oil markets, what are the greatest issues you see that Saudis and Americans can and should address together?

### Saudi/region

Thanks to our government for being proactive in protecting its residents

1. What will be KSA's plan to reactivate/reopen?
2. How does KSA successfully restart post COVID 19?
3. What plans/ actions does the Kingdom plan to implement to restart the economy?
4. What are the 3 key major actions that the Ministry of Health is taking to address the crisis? How is the Ministry of Health ensuring the availability of essential products like disinfectants, hand sanitizer, masks, ventilators, etc.?
5. Please discuss Saudi leadership globally and in MENA region to end the crisis, both in terms of aid and structural components as addressed in the survey
6. What is the Kingdom's latest update on Vision 2030 and infrastructure spending? Has COVID-19 affected either?
7. There is a major budget cut for government ministries / authorities from the approved budget. Would this affect the market business activities to recover the loss during the COVID 19 period?
8. Can negative evidence of SARS-CoV-2 testing conducted at the country of origin, eliminate or reduce the 14-day quarantine period upon arrival in KSA?
9. What are its main policies around international business travel to the Kingdom?
10. What are the expectations on getting new government projects post-Covid-19? If it will be delayed, till when? When will international flights resume?
11. How can we establish better business relations in Saudi Arabia with the aviation industry?



12. Does backing the government currency with gold have interest in the Arab financial investment world
13. Is GAMI "open for business"?
14. A discussion on regulations for rehiring employees would be informative. Also include the permissions required for allowing expats to change companies.
15. How is Saudi Arabia going to finally fully move to Saudi 2030 and stop getting diverted? It has to get off the oil roller coaster and focus on housing, employment, practical investments, education and more.
16. Is KSA's COVID-19 response affected at all by the oil supply glut and oil price drop?
17. What is the plan to adjust the Saudi budget given the oil revenue shortfall?
18. Is the Red Sea development program going to remain a priority and supported by the KSA?
19. We would like to know how we can help. Notably, the KSA has been very diligent and successful in addressing this crisis and has the capability through its G20 leadership and beyond, to play a pole position role in these global efforts while it needs itself to develop clusters of excellence in key areas such as healthcare etc; we would be extremely interested in supporting KSA-USA partnerships in taking a joint lead globally on these efforts with focus on benefits to both the KSA and USA.