

Project shield operating model 2.0

Project Shield Taskforce



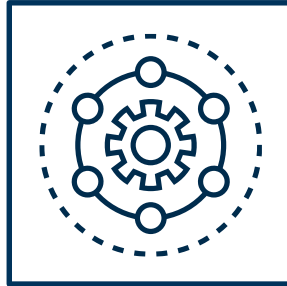
Agenda

1



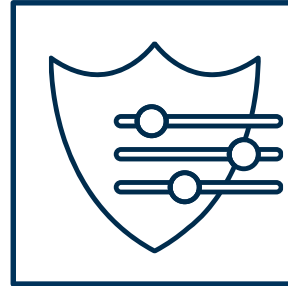
Background,
recap &
progress
update

2



Shield
operating
model 2.0

3



Implementation
approach

4



Supporting
templates

Background, recap & progress update



Background

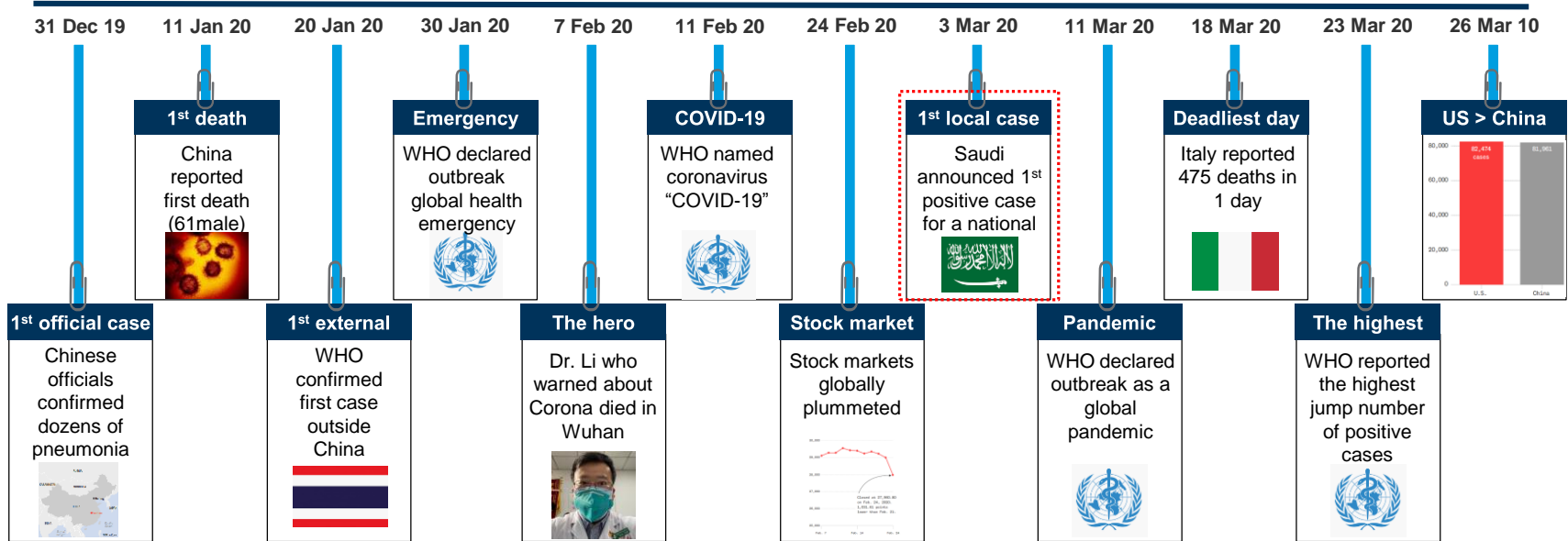


As your healthcare partner, it is our responsibility to support your organization during these tough times. We have previously shared with you our **crisis management toolkit 1.0**, that we hope you found useful.

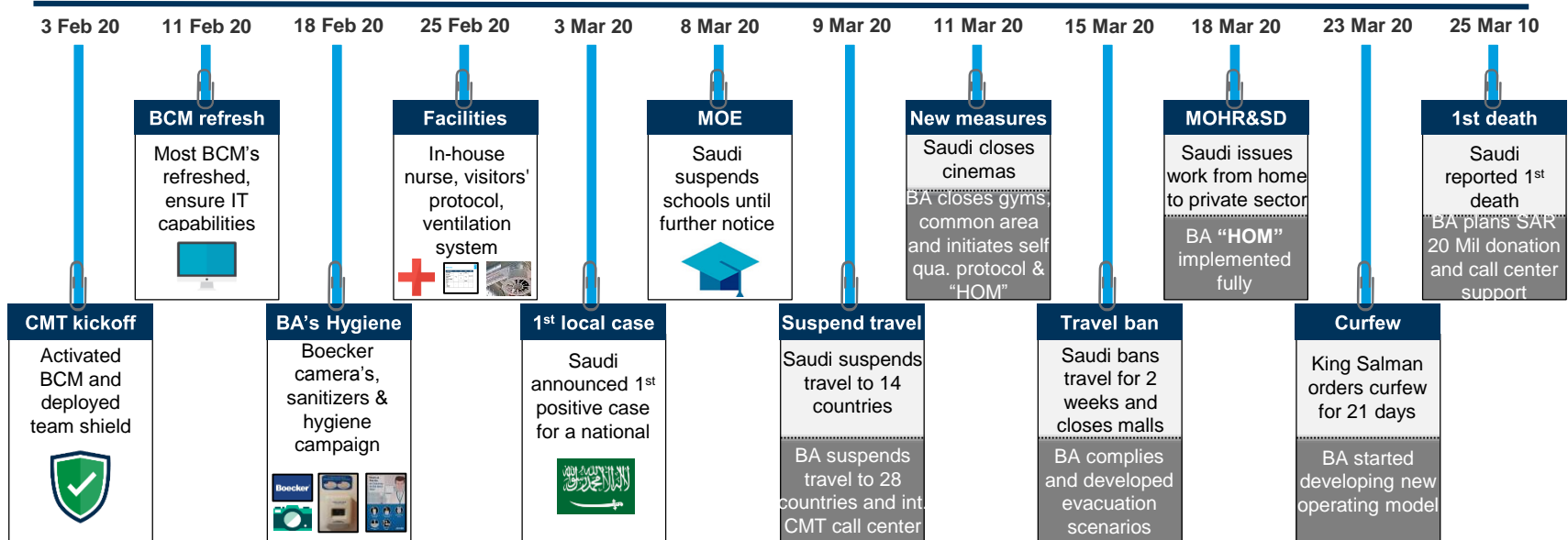
As the situation progressed, we have come to realize that it may take longer than we had anticipated, and we've adjusted our model to deal with the current situation. Here, you'll find our approach for the next 3 months and we'll be sharing with you detailed plans from each department going forward.

This presentation is supplemented with templates and visuals that you can adapt and repurpose to fit your business.

Global COVID-19 timeline and critical moments



Local COVID-19 timeline, government laws and BA's actions

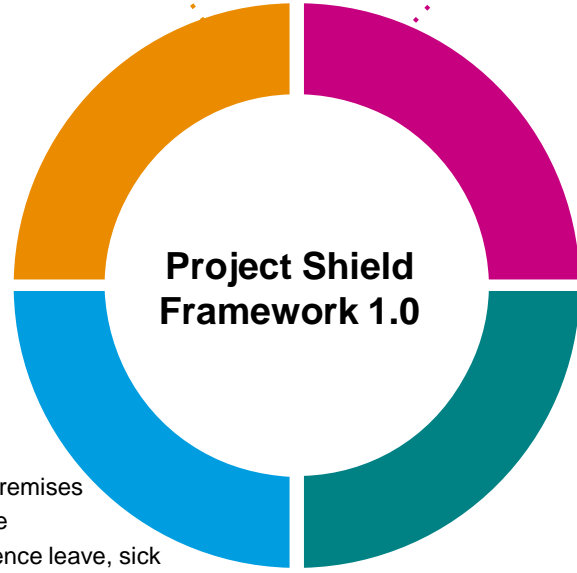


Project Shield's framework focused on 4 main pillars



Business Continuity

- Defined clear pandemic thresholds based on various benchmarks
- Refreshed business continuity plans for all departments
- Ensured IT capabilities to cater to 98% of BA staff working from home
- Completed comprehensive financial model to assess impact from COVID-19 & oil price war
- Planned for various scenarios to activate BCM amid Covid-19
- Developed "HOM" new operating model



Customer Management

- Shared Project Shield Toolkit to major customers
- Implemented the new operating model with no customer service disruption
- Established Corona Command Center
- Extended home medication delivery (by 3 months) to all chronic members.
- Initiated tele-medicine with national providers
- Dedicated a workforce from Bupa Arabia's Call Center to support MoH Corona Command Center



Communication

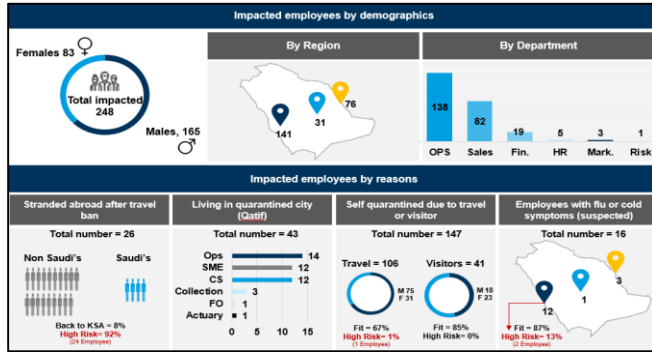
- Daily internal communication with major announcements and Project Shield actions
- Daily reporting to CCHI & SAMA
- Donated SR 20m to MoH for additional supply of medical ventilators
- Regular executive communication to major customers and BA staff
- Launched internal and external campaigns inline with MOH
- Developed a crisis communication plan with public statements, critical questions and dissemination protocol



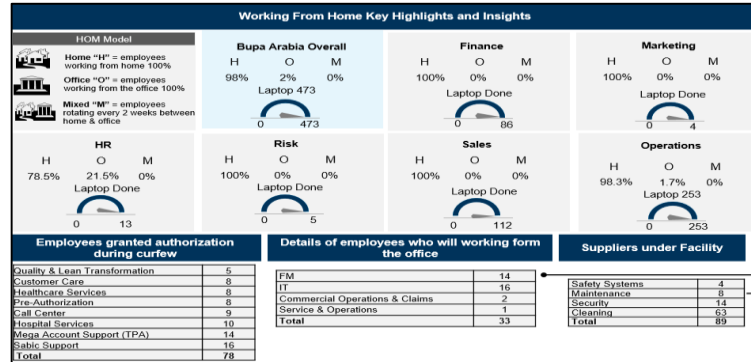
Human Resources Management

- Implemented facilities hygiene plans to de-risk premises
- Developed new HR policies to protect our people
- Reviewed employee management policies (absence leave, sick leave, travel etc..)
- Developed leadership de-risking plan and continuity of leadership
- Activated project shield call center
- Trained and educated leadership teams on new operating model
- Engaged with affected employees

Supporting and managing employees along the way

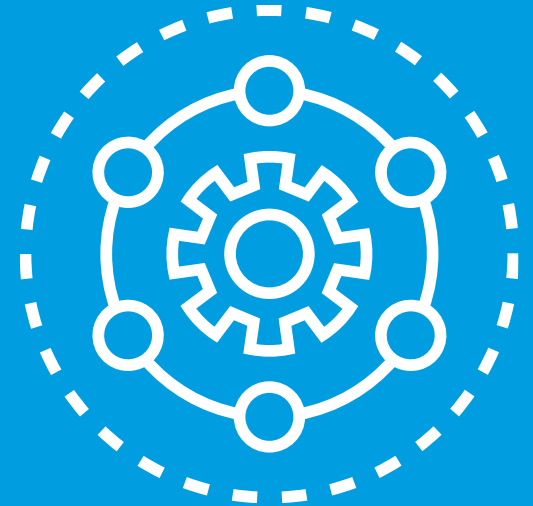


Dashboard to support impacted employees (Template 4.1)

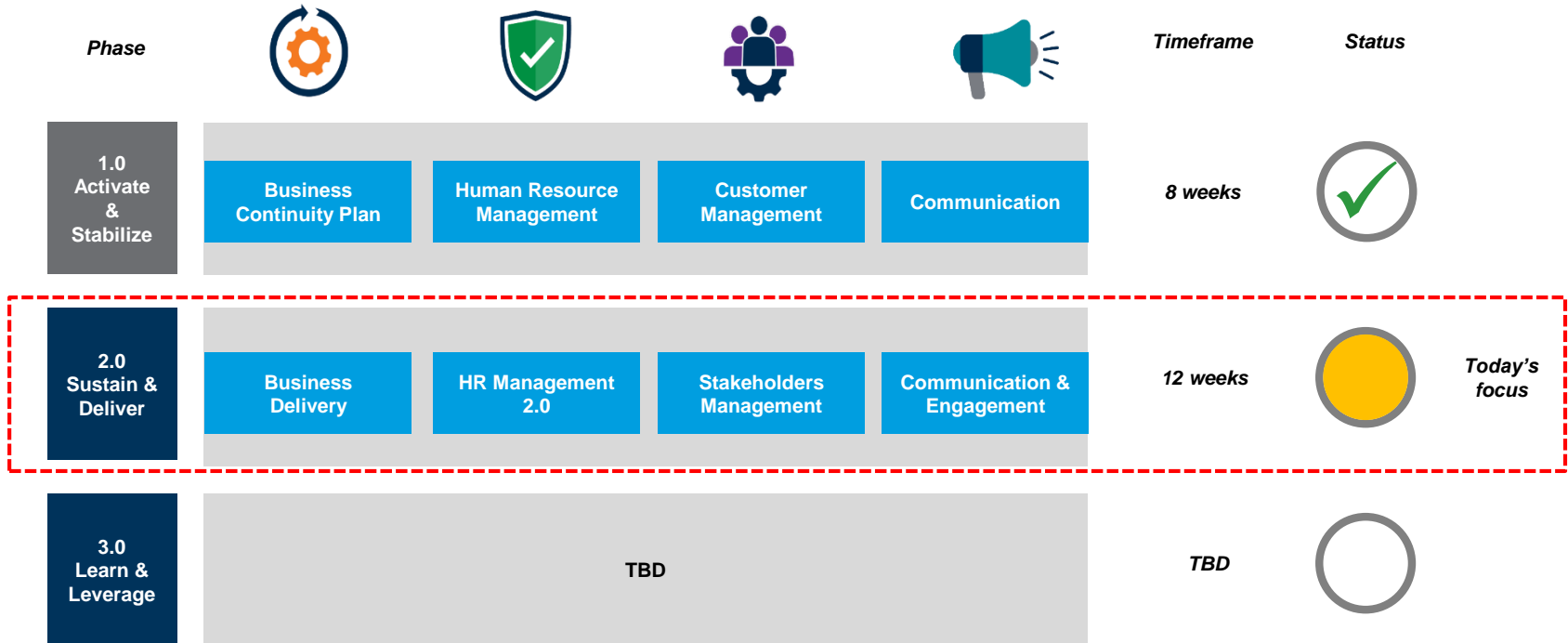


Dashboard to manage "HOM" Progress (Template 4.2)

Shield operating model 2.0



Shield team introducing sustain & deliver phase amid an extended “HOM” operating model



New

New set of actions around an evolving framework

Phase 1.0

Phase 2.0



Phase

Business Delivery

Human Resource Management 2.0

Stakeholders Management

Communication & Engagement

Strategy Execution and Re-prioritization

Facilities Strategy

Service Excellence & Trust Reinforcement

Brand Equity & Protection

2021 Financial Resilience

Performance Management (sprint mode)

Operating Model Enhancement & New Service Offerings

Community Engagement

Capturing Emerging Opportunities in a Declining Market

Remote Management Skills (L&D)

Partners Strategy

Product Development and digital promotion

IT Support & Sustainability

Cost Optimization Scenarios

Regulatory Compliance & Engagement

Continuous Stakeholders Engagement & Support

Sustain & Deliver

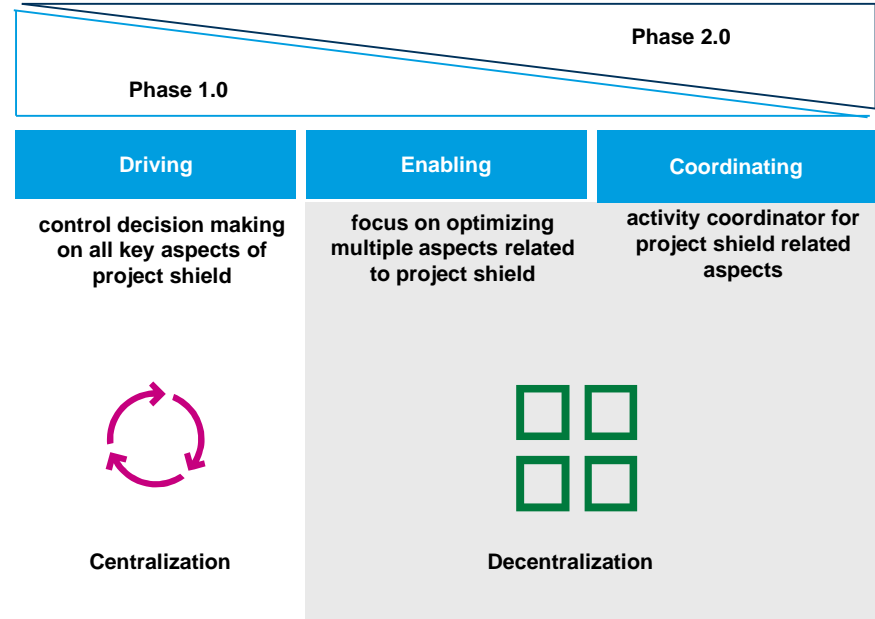
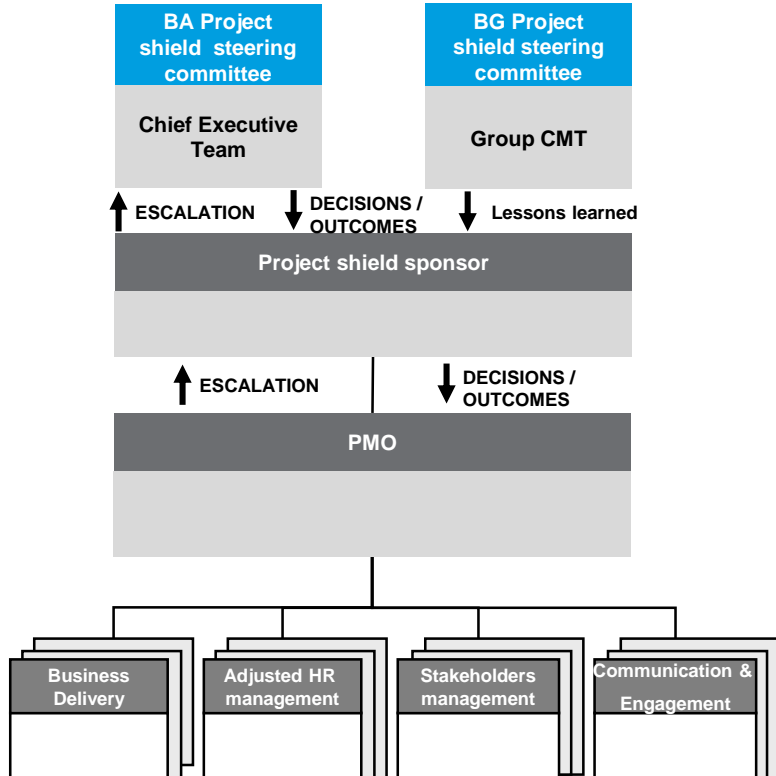
12 weeks

Implementation approach



Team shield to adopt a mixed approach based on situation (enabling & coordinating)

Project shield structure



Recommended approach

Key principles & critical success factors to govern the five main responsibilities of Shield Team

Key Principles

Create network of teams to promote rapid problem solving and execution under stress and chaotic conditions

During crisis, which is ruled by unfamiliarity and uncertainty, effective responses are largely improvised

Don't overreact to yesterday's development, concentrate on the way ahead

Pausing, assessing, anticipating and acting cycle should be

Critical Success factors

- Full time core PMO
- Dedicated business focal points of contact
- Avoid decision making with conventional approval process
- Be transparent, accept mistakes yet come-back rapidly
- Embrace corporate vs. functional priorities



Strategize and plan



Coordinate and enable



Analyse and intervene



Report and communicate

Supporting templates

Template 4.1: Impacted employees

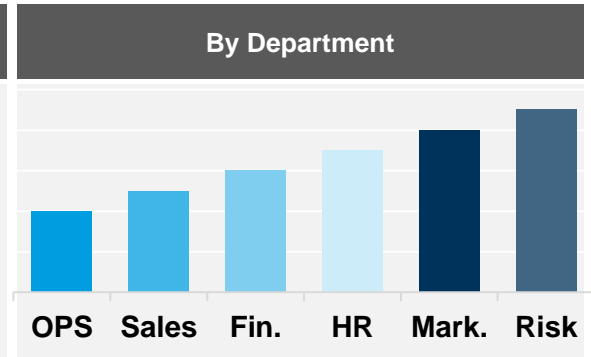
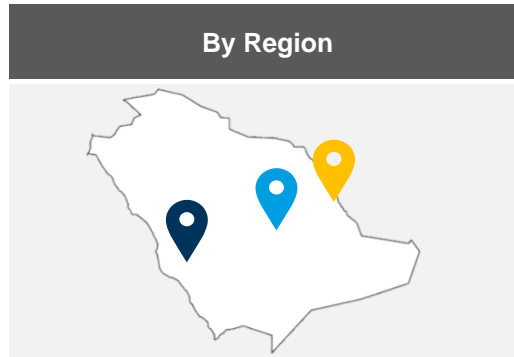
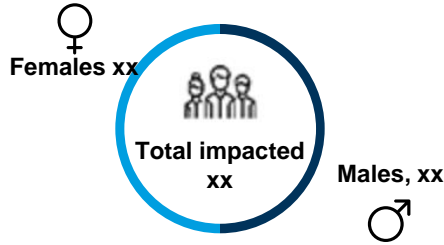
Template 4.2: HOM support

Template 4.3: Initiatives impact chart



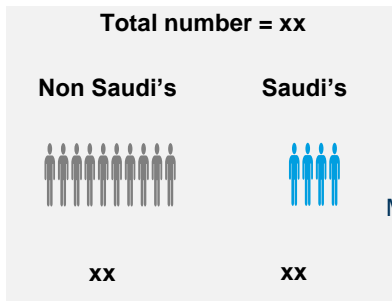
Template 4.1: Impacted employees

Impacted employees by demographics

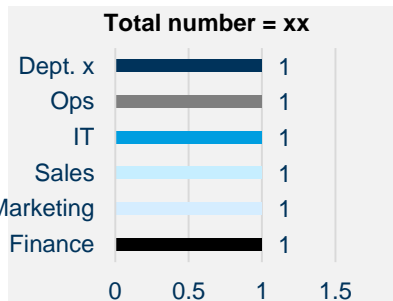


Impacted employees by reasons

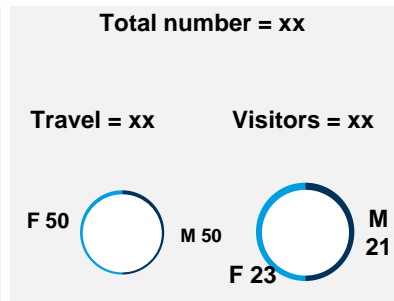
Stranded abroad after travel ban



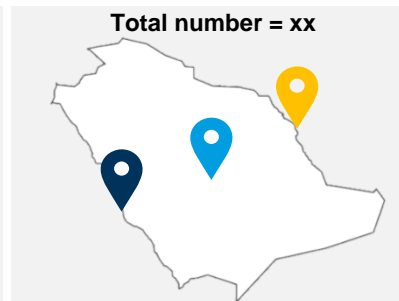
Living in quarantined cities



Self quarantined due to travel or visitor



Employees with flu or cold symptoms (suspected)



Template 4.2: HOM management

Working From Home Key Highlights and Insights

HOM Model



Home “H” = employees working from home 100%



Office “O” = employees working from the office 100%



Mixed “M” = employees rotating every 2 weeks between home & office

Overall

H	O	M
98%	2%	0%

IT readiness



Finance

H	O	M
100%	0%	0%

IT readiness



Marketing

H	O	M
100%	0%	0%

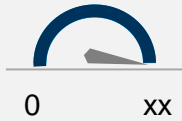
IT readiness



HR

H	O	M
78.5%	21.5%	0%

IT readiness



Operations

H	O	M
100%	0%	0%

IT readiness



Sales

H	O	M
100%	0%	0%

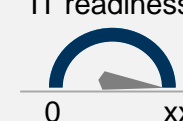
IT readiness



Legal

H	O	M
98.3%	1.7%	0%

IT readiness



Template 4.2: HOM management



Employees granted authorization during curfew

Department	Headcount
Total	

Details of employees who will working form the office

Department	Headcount
Total	

Suppliers under Facility

Department	Headcount
Total	





Template 4.3: Initiatives impact chart

Relevant Excerpt Governmental Authorities Initiatives (1/3)

Authority	Initiatives	Implication on the business
<p>مؤسسة النقد العربي السعودي Saudi Arabian Monetary Authority</p>	<ul style="list-style-type: none"> • SAR 49.2 billion to support SMEs through the Deferred Payments Program, Funding for Lending Program, and Loan Guarantee Program. • SAR 800 million to support in covering POS fees • Facilitate payments due by organization that have been impacted by the full lockdown in Makkah and Madina. 	
<p>وزارة المالية Ministry of Finance</p>	<p>The financial stimulus package of these initiatives reaches more than SAR 70 bn, which consists of exemptions and postponement of some government dues to provide liquidity to the private sector thereby enabling them to manage continuity of their economic activities. In addition, SAMA has announced a package of SAR 50 bn, to support the banking sector, financial institutions and SMEs.</p> <ul style="list-style-type: none"> • Extended Iqamas expiring in June 30 for 3 months with no charge • Refunded the fees of issued work visas that were not used during the ban on entry and exit. • Extended exit and re-entry visas that were not used during the ban for three months without charge • Postponed the payment of some government services fees and municipal fees due on private sector, for three months • Authorized the Minister of Finance to approve lending and other forms of financing as well as exemption from payment of fees and returns on loans granted until the end of 2020, under the Corporate Sustainability Program initiative. 	

Template 4.3: Initiatives impact chart

Relevant Excerpt Governmental Authorities Initiatives (2/3)

Authority	Initiatives	Implication on the business
 <p>المهتة العامة للإكاة والدخل GENERAL AUTHORITY OF ZAKAT & TAX</p>	<ul style="list-style-type: none"> • Postponed “Zakat, Tax, VAT and WHT” filings for three months till Jun 2020 • Issued unrestricted Zakat certificate to all Zakat payers for YE 2019 • Expanded instalment requests for 3 months • Expedited the refund process request • Suspended late fee payment along with stop services activities 	
 <p>Ministry of Human Resource and Social Development</p>	<ul style="list-style-type: none"> • Lifted the halt on wage protection program • New Saudi employment to immediately be added to Nitaqat • Suspended all fines pertaining to foreign recruitment • Allowed to recover or extend the issued visa fee • Extend expired exit and return visa for 3 months • Exemption of expat fees for 3 months • Exemption of expats fees for SMEs for 3 years • Allowed private companies to transfer their foreign workers without restrictions 	
 <p>المؤسسة العامة للتأمينات الإجتماعية General Organization for Social Insurance</p>	<ul style="list-style-type: none"> • Support impacted organization by contributing 60% of the Saudi employees' salaries. 	
 <p>بنك التنمية الإجتماعية SOCIAL DEVELOPMENT BANK</p>	<ul style="list-style-type: none"> • SAR 12 billion to support citizens, their families and small enterprises. 	

Template 4.3: Initiatives impact chart

Relevant Excerpt Governmental Authorities Initiatives (3/3)

Authority	Initiatives	Implication on the business
	<ul style="list-style-type: none"> SAR 5.3 billion support for employment, training and employee at private sector 	
	<ul style="list-style-type: none"> Postponed CR registration fees ending in June 16, 2020 for three months 	
	<ul style="list-style-type: none"> Postponing and restructuring the payment of loan installments for small projects and medical projects whose installments are settled during the year 2020 Delay and reschedule loan installments for medium and large factories whose installments are settled during 2020 Introduce new program to finance small and medium enterprises 	
	<ul style="list-style-type: none"> The Saudi Export and Import Bank has started to receive requests for financing from exporters to stimulate Saudi non-oil exports targeting small, medium and large enterprises 	

Thank you