

GOOD PRACTICE GUIDANCE SEPTEMBER 2020

Addressing COVID-19 Requirements for **Re-Opening Business Events** VERSION 2



This guidance prepared by the International Association of Convention Centres (AIPC), the International Congress and Convention Association (ICCA) and the Global Association of the Exhibition Industry (UFI) aims to help convention and exhibition centres, event and congress organizers and meeting destinations prepare for a smooth, safe reopening of business following the initial outbreak of COVID-19.

How to Use This Guide 4	Appendix 1 68
1 Good Practice: Framework 5	Example of Auditing Sheet for Inspection of General Disinfection Measures drawn from and courtesy the Lear Corporation 'Safe Work Playbook' (2nd Edition)
1.1 Reopening for Business COVID-19 Risk Management Framework 5	
1.2 COVID-19 Risk Management Framework Application 8	Appendix 2 69
2 Good Practice: Case Studies Reopening Experiences 11	Sample Risk Assessment Tool: Fairhurst and Murray Sport International Risk Register
3 Good Practice: Personnel and Personal Safety 25	Appendix 3 70
3.1 Risk Analysis 25	Visitors/Employees Presenting Symptoms at Work Form drawn from and courtesy the Lear Corporation 'Safe Work Playbook' (2nd Edition)
3.2 Managing Use of Prevention Materials 28	
4 Good Practice: Physical Distancing 29	Appendix 4 71
4.1 General 29	Cleaning Instruction Slide-set from and courtesy the Scottish Event Campus in Glasgow, Scotland
4.2 Barriers and Floor Markings 30	
4.3 Transparent Partitions 32	Appendix 5 73
4.4 Distancing Booths, Isles for Circulation 32	Press Release of Brussels Expo on Use of UV-C Technology
4.5 Conference style Lay-Outs 33	
5 Good Practice: Health and Safety Measures 35	Appendix 6 74
5.1 General 35	Example of a Press Release on Preparations to Reopen from the Messekeskus Helsinki in Finland
5.2 Communications 51	
5.3 Crisis Management 53	Appendix 7 75
5.4 Food and Beverage and Banqueting Services 55	Sample Daily Record Sheet on Status of Anti-COVID Measures from KINTEX, South Korea
5.5 Transportation and Logistics 56	
5.6 Third Party Suppliers 57	Appendix 8 76
6 Good Practice: Implementing Crowd Control 60	Open Source 'All Secure Standard' of Principles by Informa, Reed and Clarion
7 Good Practice: Encouraging and Enforcing Measures 62	
7.1 Displaying Measures and Cleaning Regimes 62	
7.2 Legal Framework Defining Duties and Responsibilities 62	
7.3 Communication with Local Authorities 62	
7.4 Medical Service Points 64	
7.5 Training on COVID-19 Prevention 64	
7.6 Manage On-Site Concerns and Questions 64	
7.7 Monitor New Sources of Information 66	
7.8 Monitor Real-Time Crowd Movements 67	

September 2020 | Prepared by Boardroom@Crisis BV



A Letter from the Presidents:

Although many markets around the world are still not allowed to re-open for business, we do see signs of hope and the first steps towards the next normal for our industry. In a growing number of regions, local authorities are allowing events to take place, albeit on a smaller scale and when respecting strict safety protocols. These authorities realize that organized events are important for the much-needed re-launch of the economy and face the challenge of balancing this with health and safety challenges. In reality, business events can turbo-charge economic activity and provide much-needed jobs and so should be prioritized for re-opening.

We need to support these authorities in taking the right decision by providing them insights on how and why organized events need to take place. The new version of this Guide is one of the resources to be used when actively advocating for their trust. It not only contains updated insights on measures to be taken but also a dozen mini case studies of events that have successfully taken place in recent weeks and months, demonstrating the agility of our industry and our capacity to do what we do so well: opening our doors and appropriately managing the congregation of people in a safe and secure way.

The Guide also demonstrates the power of collaboration across our respective associations AIPC, the International Association of Convention Centres, ICCA, the International Congress and Convention Association and UFI, the Global Association of the Exhibition Industry – and we are very proud to see that this Guide is considered as a reference document by a growing number of local authorities.

The collaboration also allows us to streamline the flow of information to our members. By collectively endorsing the content of this Guide we provide an integrated approach to a common issue – a central depository of solutions, ready to be used by industry members.

This Guide – and the two other COVID-19- related Guides that preceded it – were only possible as a result of the huge and ongoing effort made by knowledgeable members of our associations whose experiences, expertise and access to highly relevant resources have made it possible to assemble this Guide in a very timely way. On behalf of the entire industry we want to acknowledge and thank each and everyone involved for their contributions; in that regard, please see the list of contributors we have identified on page 3.

Aloysius Arlando AIPC President | James Rees ICCA President | Mary Larkin UFI President

Find new content in V2 where you see this icon. 

The worldwide COVID-19 pandemic has had as profound and unprecedented an impact on the industry as it has on commerce and society at large. Virtually all convention and exhibition centres and services worldwide were forced to cease operations as the initial wave of infections expanded ever further. In early March 2020, the AIPC and UFI released good practice guidance to help members manage the unfolding crisis, and in April 2020, further guidance on repurposing a convention or exhibition centre to serve as a temporary emergency facility. It is a role that many centres embraced to serve their community in a time of need, even if they were never designed to become emergency hospitals, housing facilities, or auxiliary health test sites.

This guidance, then, centers on the next phase, reopening for business, with the AIPC, ICCA and UFI joining forces to source and marshal good practice from around the world. The need for the AIPC, ICCA and UFI at the beginning of this new era of ‘post the emergence of COVID-19’ to (again) band together and collaborate closely is hard to overstate. The reason is that there is a major knowledge void around how to operate events properly, safely and responsibly while exact requirements in most countries are still little defined.

Collecting, collating and presenting good practice on how things might be done well is hence more important than ever, and having a practical resource to use as a basis is

correspondingly valuable. Building on the UFI’s “Global framework for reopening exhibitions and B2B trade events post the emergence from COVID-19” released on 5 May 2020, itself a major effort and milestone, this joint AIPC – ICCA – UFI guidance aims to be such a resource, combining as much emerging good practice among membership as possible. This guidance includes select good practice from other industries and organizations as well.

The AIPC, ICCA and UFI stress that this guidance is just that: guidance based on examples. Exact local, regional and national health, safety, environmental, compliance and legal requirements differ vastly from country to country, service to service and product to product, and this guidance is not meant to represent or supplant this.

At the same time, we would urge the reader to recognize that the venue is only one part of the overall event experience, and that a well-rounded destination response must also include measures that address other components, including such things as accommodation, transportation and off-site venues. While our focus here is primarily centre-related, there is a growing body of guidance becoming available that more directly addresses these other essential areas and we encourage you to reference this for the benefit of clients, organizers and government agencies that may be part of the re-opening decision process.

This document is the product of many hours’ hard work by a large team of AIPC, ICCA and UFI contributors, and we are grateful for all their contributions. Among key contributors:

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How to Use This Guide

The good practice information in this document is divided into seven main chapters:



These seven chapters are meant to structure the information provided according to the UFI 5 May 2020 framework – which was produced through and in collaboration with a range of exhibition, event, congress and convention stakeholders – and cover areas of mainstay operations as comprehensively as possible. Chapter 5, Health & Safety Measures, has a large body of general knowledge as well as material focused in part on five specific areas, namely:

- a | Communications
- b | Crisis Management
- c | Food and Beverage and Banqueting Services
- d | Transportation and Logistics
- e | Third Party Suppliers

All chapters are further subdivided into sections. These sections follow the general outlines of the UFI framework, with select additions. As not all of the information provided can be clearly placed just into one chapter or section, there will by necessity be some overlap.

AIPC, ICCA and UFI management hope that the guidance provided will contribute to the successful reopening of centres and the recovery of the international meetings and events industry in the wake of the initial COVID-19 outbreak.

As the context and operating circumstances of individual convention or exhibition centres will vary widely (among other factors due to different health agency rules and privacy regulations), and as centres themselves vary in size, make-up, location and services, the advisability, applicability and proportionality of various plans, protocols and procedures should be taken into account when considering their use.

Where documents or other resources are mentioned in the text, these should, in most cases, be directly retrievable via the ‘live’ link provided or otherwise by using an Internet search. All documents from AIPC, ICCA and UFI member organizations shown are used with their permission for the betterment of membership and the industry.

A NOTE ON TERMINOLOGY: Readers are asked to exercise a measure of flexibility when it comes to terms used in this document in that many people use different terms for the same thing. For example: health and safety vs. public safety, measures vs. controls, large outbreak vs. pandemic, Coronavirus vs. COVID-19, and so on. Furthermore, the abbreviation HSE appears throughout this document, which stands for Health, Safety and Environment – a term widely used in industry when referring to the realm of work in which COVID-19 countermeasures are taken, but certainly not universal. For ease of use, we do apply it widely in this text. Given the above, please apply flexibility towards the terminology used in this document when reading and using the guidance. Thank you.

DISCLAIMER: AIPC, ICCA and UFI make every effort to ensure the accuracy of published material, but cannot be held liable for errors, misprints or out of date information in this publication. AIPC, ICCA and UFI are not responsible for any conclusions drawn from or actions taken on the basis of this publication.

1 GOOD PRACTICE: Framework

The use of a framework to address COVID-19 risks and concerns is essential for those proposing new plans and procedures in a structured manner, particularly if those plans and procedures are to be carried as much as possible by an entire sector or industry. To offer proactive clarity and pursue a basic level of standardization that helps define requirements, UFI published a special framework

“For Reopening Exhibitions and B2B Trade Events Post the Emergence from COVID-19” on 5 May 2020. This framework, with select modifications for wider application among AIPC and ICCA members as well, is presented below.

The original UFI framework, including a list of organizations who contributed to the Task Force and those who endorse it, can be found at <https://www.ufi.org/coronavirus/>.

1.1 Reopening for Business COVID-19 Risk Management Framework

I | Ensure Personnel and Personal Safety

	PLANNING	OPERATIONAL	POST-EVENT
Perform risk analysis.	x	x	x
Manage use of prevention materials (e.g. provide masks, disinfectant gel, disposable tissues).	x	x	x

II | Enable Physical Distancing

	PLANNING	OPERATIONAL	POST-EVENT
Introduce barriers and mark floor to indicate space regulations for all queues, conference rooms and public spaces (e.g. entrance halls, restaurants, catering outlets and toilets). Add physical transparent partition on counters (e.g. admission, registration and customer service).	x	x	x
Allow spacious distance between booths and aisles for circulation.	x	x	x
Manage conference-style layout for side events and break-out rooms to allow physical distancing.	x	x	

III | Increase Health and Safety Measures

	PLANNING	OPERATIONAL	POST-EVENT
Enable access control and conduct health screening (e.g. unified temperature monitoring).	x	x	x
Work with guidelines / protocols dealing with/denying entry to stakeholders who fail health screening test (e.g. set up isolation areas; inform the local disease control department).	x	x	x
Manage cleaning, sanitation and disinfection regimes of commonly used areas.	x	x	x
Provide sanitizing and handwashing stations.	x	x	x
Enable no-contact policy (e.g. avoid shaking hands and consider alternative greetings; encourage contactless payment; plan dedicated space for exhibitor, delegate and visitor to interact safely).	x	x	x
Ventilated venues/exhibition halls and other facilities to have air-conditioning and air-filtering processes.	x	x	x
Adapt frequency of waste disposal.	x	x	x
Enable exhibitors and organizers to have enhanced cleaning and disinfection regimes for booths, exhibits and promotional materials (e.g. suggest that publicity materials be electronic).		x	
Communications	x	x	x
Crisis Management	x	x	x
Food and Beverage and Banqueting Services	x	x	x
Transportation and Logistics	x	x	x
Third Party Suppliers	x	x	x

IV | Implement Crowd Control

	PLANNING	OPERATIONAL	POST-EVENT
Attendee flow management (e.g. monitor access routes, queuing space and entrances; exits; separate different areas of the event and control access).	x	x	x
Adapt registration process and manage set-up to reduce contact onsite (e.g. encourage online registration wherever possible; print badges at home)		x	
Manage number of stakeholders on exhibition site (e.g. rationalize/simplify raw space/space-only stand designs and construction methods to reduce time required to build and dismantle; allow longer timeframe to set up and dismantle).	x		x
Manage number of attendees on the exhibition site and in the meeting space (e.g. limit number based on area in gross square meters of the venue/hall, as proposed by exhibition safety managers; assign tickets to designated time slots such as days and hours).		x	
Manage catering offer to allow physical distancing and encourage additional hygiene measures (e.g. distancing tables and limiting capacities inside restaurant areas; avoid buffet-style service stations; offer pre-packed food).		x	

V | Encourage and Enforce Measures

	PLANNING	OPERATIONAL	POST-EVENT
Display measures and cleaning regimes accessible for everyone.	x	x	x
Work in legal framework that clearly defines duties and responsibilities across all stakeholders involved.	x	x	x
Establish and maintain direct communication with local authorities.	x	x	x
Set up medical service points (e.g. medical support, patient handling, treatment and clinical support, patient transport and treatment, clinical waste management).	x	x	x
Manage training on epidemic prevention (e.g. master the skills of disinfectant use, cleaning public places and emergency disposal).	x		
Verify registration details on-site and, where appropriate, manage process to inform health authorities.	x	x	x
Monitor new sources of information and establish processes to act accordingly (e.g. designate a team to follow local news, podcasts and practice rumour controls; establish mechanisms for epidemic prevention and control).		x	
Manage procedure to address on-site concerns and answer questions from all attendees (e.g. hotline).	x	x	x
Monitor real-time crowd movements and establish processes to act accordingly (e.g. use technology to track in-show attendees; wristbands; Mobile Apps heatmaps)		x	

1.2 COVID-19 Risk Management Framework Application

In applying the framework, developing good practice among a range of AIPC, ICCA and UFI members as established through interviews and comments includes the following:

1 | Consider appointing a particular person to drive framework implementation and giving that position a specific title, e.g. Chief Hygiene Officer, Chief Health Officer, Chief Virus Control Officer, Chief Infection Control Officer, or Chief Risk Officer. This helps create status, focus, and clarity and shows clients, regulators and other stakeholders the importance and emphasis you place on (ownership and leadership over) health safety efforts and attaining a ‘controlled environment.’

2 | Closely involve your Legal, Compliance and where necessary HR and IT specialists in applying the framework as they can add expertise to health safety teams that can be fundamental to the (possible) application of measures. Observes World Forum General Manager Michiel Middendorf in The Hague: “Our safety and security team was already well down the road towards organizing a thermal camera health screening solution when we discovered doing so was technically illegal under current Dutch labor and privacy laws. Good we found out early, and now we are double-checking that in implementing the framework, we also cover non-safety regulatory dimensions in every area of work.”

3 | In applying and implementing the framework, use national government guidance for measures as much as possible. States Operations Director of the Scottish Event Campus (SEC) Mark Laidlaw: “you can’t go wrong with government guidance, particularly national level guidance. While by exception there are issues with local health and safety guidance and that aligning with national guidance, the norm is: local follows national. And in most cases, national in turn aligns with authoritative international guidance, such as from the WHO. But national is usually safest.”

4 | Keep your partners and other stakeholders informed about your use of the framework, and use it to keep them actively engaged so they can as appropriate support and align and integrate with your framework (adoption). Not just the events, meetings, congress and exhibitions industry is witnessing rapid growth of new health safety ideas, measures, and frameworks from the very simple to the advanced like the open source ‘All Secure Standard’ initiative; so are many other industries with ties to the trade. From hospitality to trucking to equipment makers,



A growing body of valuable health safety risk control literature is developing around specific industry sectors.

companies and associations both are engaged in producing a wealth of new knowledge and approaches. Keeping your partners and key stakeholders informed and where possible aligned should help assist collaboration, and prevent effort wastage.

Observes Melbourne Convention Exhibition Centre (MCEC) Senior Security and Safety Manager Darren Horne: “concern about public health risk has proven a terrific driver in fostering stakeholder cooperation. Public-private partnerships can be complicated, however. The Covid-19 crisis has driven close, tight and very positive engagement. Informing, aligning, and helping others in part by using a shared framework approach has been key to our own progress around health safety.”

5 | Identify who in terms of regulators/authorities is the ‘final decision-maker’ on resuming operations early, and engage that authority early. Before the COVID-19 crisis it was typically local authorities who exercised greatest control over a venue or event but in many countries this power has shifted upward, albeit temporarily, as national government bodies have come to dominate consideration of, and promulgation of, new COVID-19 health safety requirements. Notes SNIEC General Manager Michael Kruppe in Shanghai: “We have excellent relations with both local government and at a higher level, but found our strong emphasis on engaging the former early in the process could have been more effective if our approach had been slightly more balanced. This is a time in which organizers and venues have to collaborate closely, as government can slow the ‘back to work curve’ of either. You may be ready for the government, your new framework and health measures in hand, but that will not always mean the government up top is ready for you. And the earlier you realize this, the earlier you can address it.”

6 | Perform auditing against established checklists (‘are we doing things right?’) and organize an evaluation process for the larger question ‘are we doing the right things?’ Do this with a combination of HSE, non-HSE and outside staff as to attain a level of independence in checking on health control measure performance, and to get insights from people on the work floor who may develop improvement ideas on their own. Capture such ideas, consider them, and apply useful feedback to make improvements. This is an altogether new situation, and your own staff will be valuable in helping determine what works, what does not, and how things could work (even) better. An example of a simple check-off audit list on ‘General Disinfection Measures’ designed by the Lear Corporation, a global Fortune 150 company, can be found in Appendix 1. Answering the second question ‘are we doing the right things?’ involves a more creative form of risk management thinking with which assumptions are checked against practical experiences and new knowledge, and where previously used norms are checked – with a critical eye – for continued validity.

7 | Keep in mind that clients may place yet further, additional demands on your framework. ICCA COO Dennis Speet states that “even at the start of the COVID-19 outbreak we saw particular organizations place series of extra health control demands on event organizers, some quite far-reaching. It demonstrates the value of adopting a framework and documenting all you do in implementing and managing it, but it also serves as a reminder to remain flexible and ready to serve highly demanding clients.” Adds Head of Mobility Carlos Moreno Clemente from the Fira Barcelona: “bring on board your main clients from the beginning so you can create a plan and adopt measures that will also work for them.”

8 | Seize the opportunity to position and highlight the framework as part of your Duty of Care and Good Governance efforts. Duty of Care legislation differs in many countries, but usually comes down to two main points: your site or facility should be a safe place to work, and it should be a safe place to visit. You can position your use of the framework to underscore your efforts to meet both of these Duty of Care obligations.

9 | If you choose a company you are not familiar with to help drive implementation of the framework, invest in due diligence. Several facilities providing input for this guidance report being approached by an assortment of ‘shady characters, cowboys and fraudsters’ offering their services to help with health safety improvements.

Check out any party you are going to do business with as thoroughly as possible, particularly when it comes to purveyors of equipment and new health screening technology.

10 | Expect future change throughout the industry, and remain flexible. AIPC CEO Sven Bossu observes that “how the (safe) event venue of the future will look like is the question every venue professional is trying to answer. Defining that new model, based on changing customer and regulatory requirements and technological innovation, will be one of the key challenges for the entire industry. Our ambition is to drive and facilitate that discussion with a clear focus on value creation for both venues and organizers.” This larger transformative process will take time, and the framework that serves as an anchor in managing COVID-19 reopening challenges may change with it.

11 | Use authoritative sources and resources to help implement your framework. Reliability, quality, and verifiability of inputs is important in working towards an efficient, effective health and safety framework. Among key earlier resources of the AIPC and UFI on COVID-19 that contain material you can use to implement your framework are:

AIPC and UFI Good Guidance on Covid-19 Challenges
http://www.aipc.org/uploadFiles/1583929553_AIPC_UFI%20Good%20Practices%20Guide_CV19.pdf

AIPC and UFI Good Guidance on Using Your Centre as a Temporary Emergency Facility
https://www.ufi.org/wp-content/uploads/2020/04/AIPC_UFI_Good_Practices_Guide_TEF_UFIr.pdf

12 | Think holistically in implementing the framework. As much as possible, embrace a wide scope approach in implementing the framework and achieving its intent: creating an assured, (bio-) safe environment. For the Dubai World Trade Center (DWTC) Team this means that it pays to think about the entire value chain: from the prospective attendee thinking about what airline to choose, to their choice of where to stay, how to get there, down to the show floor. The DWTC Team considers it important in this to consider, contact and engage those upstream that one can assist, and to from a commercial and operating viewpoint, strive for the whole chain to be on board, so that the framework’s value extends and applies throughout the customer journey.

13 | Consider giving the risk management framework an added, strategic purpose by placing it in or adopting a larger enterprise risk framework (ERM).

Enterprise Risk Management or ERM has accelerated significantly among big business as a result of COVID-19 as the realization set in that the pandemic may represent not just profound but existential risk for many, and may extend for some time. In addition, many firms were already looking to improve their risk management – financial, operational, reputational and other – in integrated fashion at the highest level. The pandemic has increased the need and speed of ERM concept adoption. As part of this, risk management frameworks to cope with COVID-19 are now not just at the core of ERM activity, but the health safety efforts are now being increasingly aligned with risk management in other realms, notably IT. The reason is the importance of IT given not just that core services are run on it but that the whole concept of WFH depends on it, as does the whole concept of hybrid events.

This counts for events companies as much as any other organizations. Notes Jake Griesenauer, Product Manager – Venue Operations of global event software company Ungerboeck: “the biggest strategic risk management step we are seeing companies take as a result of COVID-19 is accelerating their future-proofing by migrating to the Cloud. In effect, by pursuing the advantages Cloud-based services offer ranging from better security, functionality, remote access, innovation and scale-ability to cost-savings, venues are not only positioning themselves better for the hybrid event market, but they’re also limiting risks associated with executing risk frameworks. Imagine malware preventing you from ordering PPE, or performing event pre-registration, or crashing your hybrid event: intolerable. Going to the Cloud is simply the latest meta risk management trend in this regard.”

Many high-end tech service companies from Agylisis to Apaleo to RMS Cloud to Oracle Hospitality outline the advantages of Cloud computing for risk management on their websites for the hospitality sector, but few do so specifically for events organizations. One that does is Ungerboeck:








<https://ungerboeck.com/resources/7-benefits-cloud-computing>

Reopening Experience Mini Case Studies July-August 2020

The 12 mini case studies in this chapter cover experiences of AIPC, ICCA and UFI members with reopening events in the period July-August 2020. The AIPC, ICCA and UFI are grateful to the venue and organizer principals and staff who contributed their experiences, and for sharing their insights and newly developed knowledge for the betterment of the industry. The size, events and circumstances between several of the cases differs considerably, and is aimed at offering learnings from venues and organizations dealing with different kinds (scale, scope, events type) and stages of reopening.

The mini case studies are structured around three principal questions aimed at generating as much useful, comparable insight as possible. The first centers on key success factors; the second on key challenges experienced; and the third on key advice to share.

The mini case studies concern the following countries and facilities:

-  **AUSTRIA**
Reed Messe Wien
-  **CHINA**
Poly World Trade Expo Center (PWTC) (Guangzhou)
Reed Exhibitions China at the Shanghai New International Expo Center (SNIEC)
Informa Markets at the Shanghai New International Expo Center (SNIEC)
Shenzhen World Exhibition & Convention Center (SWECC)
Tarsus Group at Shenzhen Convention & Exhibition Center (SZCEC)
-  **FRANCE**
Viparis La Serre Paris Expo
-  **GERMANY**
Messe Essen
-  **JAPAN**
Osaka Convention & Tourism Bureau at INTEX Osaka
-  **THE NETHERLANDS**
GL Events World Forum The Hague
-  **SWITZERLAND**
Congress Center Basel
Swisstech Convention Center (Lausanne)

AUSTRIA | Reed Messe Wien GmbH

Timeframe | August 2020

Event | Six groups of university examinations

Size of Event | 6 groups of 5300, 1550, 4400, 1860, 1600 and 350 students

Duration of Event | 6 x 1 Day

What were the most important factors contributing to the success of the re-opening?

Having available the right amount of space to accommodate social distancing for the number of people on-site all at the same time.

- Use of a certified air ventilation system which proved to be a very big factor due to the number of people indoors at the same time over a long period of time.
- COVID-19 prevention safety and security concept especially designed for the event ‘university exams’ including:
 - cleaning & hygiene measurements
 - wearing mouth-nose-mask during queueing, entering and exiting of venue
 - social distancing
 - crowd management (timed arrival of students into 4 blocks, cooperation with Vienna public transportation to increase number of metro trains for time of arrival/departure, access via multiple entrances, cuing and waiting areas in front of venue, cloakrooms, bathroom facilities)
 - trained medical staff (protocol for attendees with symptoms of increased temperature)
 - fever screening
 - crisis management

- risk analysis
- full registration of all students and staff for contact tracing purposes,
- clear communication via all available channels on measures and guidelines
- COVID-19 tests of all staff on-site

What were the biggest challenges you faced, expected and unexpected, during the event?

- Preparation of the COVID-19 prevention concept.
- The amount of work that goes into the planning of the event.
- Crowd management (ensuring people kept proper distance, followed the rules).

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Know the local/national guidelines for events very well.
- Establish a direct line of communication with the local authorities.
- Provide a framework document based on local/national laws with guidelines for organizers and clearly indicate the responsibilities of the venue (e.g. what services are provided from the venue) and the organizer. The organizer is ultimately responsible for the safety of their attendees and compliance with safety and health protocols.

- According to Austrian law, organizers of events over 200 people have to provide a COVID-19 prevention concept outlining the type of event, number of delegates/visitors, visitor flow, cleaning, hygiene, social distancing, medical staff onsite, F&B, crowd management, crisis management, contact tracing, risk analysis. In addition, each organizer has to appoint a COVID-19 prevention officer who is responsible to a) train own staff, b) keep a protocol and c) enforce protocol during the event. The COVID-19 prevention concept has to be submitted to the local authority by the event organizer for approval prior to the event.
- As venue you have to be prepared to support and assist the organizer with the preparation of the concept, operational support during the pre-event phase as well as during the event and act as middleman to suppliers. The amount of work that is required far exceeds what we are used to from before COVID-19. Make sure you have staff resources planned accordingly to meet this challenge.
- Be aware of the increased costs (e.g. more space needed due to social distancing resulting in higher operating costs, higher staff costs, higher cleaning costs, etc.) and have a plan for who is responsible for covering what costs (organizer vs. venue).

CHINA | Poly World Trade Expo Center (PWTC Expo) (Guangzhou)

Timeframe | 1x in June, 6x in July, 9x in August 2020

Events | Guangzhou International Epidemic-Prevention Material and Equipment Fair | Watertech China (Guangdong) / Flowtech Guangdong | 6th Hatsumonogatari Cartoon & Comics Show | Green Car China 2020 | The 5th ICEE China (Guangzhou) International Cross Border E-commerce Exhibition | China Analytic & Laboratory Equipment Expo & Conference | Toy Guangzhou Poly 2020 | China International Textile Printing Industrial Technology Expo | 2020 China Wedding Fair Guangzhou Exhibition (Wedding) | The 5th South China International Intelligent Transportation Industry and Technology Expo 2020 | Guangzhou International Intelligent Property Expo 2020 | The 26th Window Door Facade Expo China | Wagri 2020 | 24th ACG EXPO (Firefly ACG) Guangzhou | 2020 China (Guangzhou) international Emergency Safety Expo | 2020 China Wedding Fair Guangzhou Exhibition (Home Furnishings)

Size of Events | Ranging from 10,000m² to 80,000m²

Duration of Events | Average 3 days per exhibition

What were the most important factors contributing to the success of the re-opening?

- Support from industry associations and government.
- Use of very detailed Epidemic Prevention Plan including facilities, practice for venue staffs as well as our clients. This also required support from and contact with hospitals, police, other authorities and close ongoing communication with every party involved with each exhibition.
- Well-set visitors flow route, including ID checking, body temperature checking, visited places checking, etc. The route should be long enough to create and maintain safe spacing between people, as well as designed to avoid people from gathering in groups and creating a (higher) risk of virus infection.

- Large and clear guidance for visitors upon entering the exhibition, and the use of high-tech tools like infrared thermometers, facial recognition systems and online booking systems will help speed up the flow of entering visitors flow.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Visitor evacuation plans had to be changed to accommodate the new lay-out, routing and circumstances, for which we made a backup entrance and plan B for every exhibition.
- There was high pressure to contend with in the sense that if any visitor got fever during the exhibition, and there might be suspicion of a positive COVID-19 case, there was the possibility that every-thing might be ‘paused’ or halted, and that there could be a stop to all exhibitions for the coming months.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- We recommend venues demand of event organizers that they use an online booking system which – if that is possible – has direct contact with the police (law enforcement) system. At our shows all visitors could only enter the exhibition using this system and all information such as ID number, contact number, places visited etc. is collected by and visible in the system. This makes for good control of visitors in case anything happens, and investigation / tracing is necessary.
- There should be close cooperation not just in pandemic preparation planning between the venue and organizers, but this should be extended to cooperation on the floor in the event, for instance by event and organizer colleagues being present together along visitor entry and flow routes, at check point, and participating in monitoring events.

CHINA | Reed Exhibitions China at the Shanghai New International Exhibition Center (SNIEC)

Timeframe | 23–25 July, 2020

Event | China Daily-Use Articles Trade Fair & Smart Lifestyle Expo

Size of Event | 180,000 square meters

Duration of Event | 3 Days

What were the most important factors contributing to the success of the re-opening?

- Follow the Government’s Guidelines: We follow the guidelines and requirements provided by Shanghai local government for the exhibition on COVID-19 preventive measures strictly, especially the real name admission system for visitors and on-site epidemic prevention measures.
- Step Up Collaboration: We keep close communication with the exhibition hall, public security departments and registration companies to implement the measures required throughout the exhibition period.
- Timely Communication: We update all participants timely and regularly. On the one hand, to release show up-dates, key highlights and onsite activities to assure visitors on the quality of the event and the event will continue as scheduled. On the other hand, we need to communicate with all participants on the onsite COVID-19 preventive measures and clear instructions for onsite arrangement that include entry, special sanitation arrangement, emergency plan etc. This is to ensure all participants to feel safe and secure in attending the event.
- Strong Risk Assessment and Control Team: Reed Exhibitions China set up a taskforce comprises of all leaders in the business units to assess risk, evaluate market situation, provide updates on the government guidelines and discuss key actions to take in order to ensure continuity of the business, safety of staff and customers.
- Value People: We take care of our staff to provide all necessary COVID-19 preventive items and communicate regularly to ensure

they feel safe and understand how to take good care of our customers as well.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Real Name Visitors’ Admission System: It is the first time for us in implementing this new real name admission system. We faced lots of pressure to collect information from customers before the show.
- Onsite Crowd Management: The new onsite admission system (real name supported by ID card + face recognition) and the social distancing requirement slow down the admission at the entrance, onsite crowd management was challenging.
- Late Travel Plan: Due to domestic travel restrictions, a lot of exhibitors and visitors can only confirm their travel schedule at a very late stage; this caused many last minute changes and new requests.
- Visitor Numbers Were Capped: While we want the show to be well attended there is a maximum number of visitors that can be allowed within the hall, and hence we need to ensure we take good care of the visitors while they were waiting.
- Balance Compliance With Customers’ Experience: While we need to comply with the requirements of local authorities and yet minimize the hassles created for our customers.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Step Up Mobile Network: As everyone need to scan the health code upon entry, the exhibition hall need to enhance the

mobile network and bring in more signal cars from the key telecom operators to ensure it is working smoothly and avoid unnecessary delay in scanning.

- Provide Space For Waiting: As we need more time for different processes in admission (described above), it is critical to plan and provide space for visitors to wait outside the registration hall to avoid congestion.
- Replace Paper Badge: This is better to replace paper badge with electronic identification code to simplify the registration process. However, organizers need to provide other ways to help exhibitors to identify visitors in the hall even without paper badge.
- Step Up Communication: Organizers should release information on all the onsite protective measures as early as possible in order to boost confidence of the participants, as they need to be assured that they are attending a safe and professional event.
- Taskforce In Place: Set up task force to identify role and responsibilities. Clear line of command in place. Execution of work should be realistic and effective.
- Critical Roles of Venue: Venue should support organizers to work with local government authorities to get more shows open and co-ordinate all parties to run a safe and successful event that balances safety and business needs.
- Stay Positive and Realistic: We need to adopt to the “New Normal” and recognize limitations and manage customers’ expectation. We expect the onsite COVID-19 preventive measures need to be in place for quite some time, we need to learn fast, plan ahead, avoid being mental fatigue and stay positive!

CHINA | Informa Markets at the Shanghai New International Expo Center (SNIEC)

Timeframe | 9–11 July 2020

Event | China Beauty Expo (CBE)

Size of Event | 3,600+ participating companies, 260,000+sqm of exhibition space

Duration of Event | 3 Days

What were the most important factors contributing to the success of the re-opening?

- Detailed planning.
- Good communication and brand trust from exhibitors and visitors.
- Proper briefing/ tutorials to staff, exhibitors, visitors, suppliers, venue on the safety protocols.
- Close coordination with government and health authority on health and safety protocols.
- All necessary anti-pandemic systems and PPE are available and accessible at all time.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Visitors who ignore social distancing rules, removing masks.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Use of Informa All Secure is a good starting point.
- Detailed plan for emergencies with designated contact list.
- Internal and external briefing, not just for customers but for staff/suppliers/venue/contractors (basically everyone involved).
- Clear entry procedures communicated before the fair for visitors to facilitate quick entry. Government regulation requires each visitor to provide ID number (and need to scan government ID) to enter. A lot of reminders were done to remind them to bring ID.
- Clear communications with customers, stakeholders and authorities and onsite instructions.
- Be agile. Your plan might not be as expected when you implement them. Have an appointed person to quickly adjust plans to accommodate the unexpected.

CHINA | Shenzhen World Exhibition & Convention Center (SWECC)

Timeframe | 2x in June; 2x in July; 6x in August 2020

Events | Gifts & Home Fair (June) | AAITF (July) | Toy & Edu China (August)

Size of Event | Gifts & Home Fair | 160,000sqm, 2,000 exhibitors, 90,000 visitors

Duration of Event | 4 Days

What were the most important factors contributing to the success of the re-opening?

- The pandemic was brought under control right before the opening of the event (20 June) and there has been no new locally transmitted case since in Shenzhen (126 days until point of writing).
- Government permission: On May 8th, the State Council of China announced that exhibitions can be held with epidemic prevention measures in place. Local governments made announcements one after another.
- Have safety meetings with the organizer and specify the epidemic prevention responsibilities each party has.
- Formulate and strictly implement Shenzhen World Event Epidemic Prevention and Control Work Plan before, during and after the event.
- Inform the public of the safety measures taken at the venue via social media, e.g., via the official WeChat account.
- Put up safety and hygiene signs throughout the venue.

- Do test runs of catering services to ensure the food supply capability holds up during and for the ebbs and flows of visitors.
- Staff at the door of every exhibition hall and catering area monitor visitor flow and guide the attendees to complete the safety and health check procedures.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Visitors forgot about or ignored social distance requirements once focusing on viewing the exhibited products.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Ensure frequent contact with the organizer to keep information aligned and clarify the roles for creating a safe exhibition environment.
- Make detailed work plans and emergency protocols to prepare for various situations.
- Keep an eye on the safety policies of the local authority, get prepared and react promptly once the restrictions are eased.

CHINA | Tarsus Group at the Shenzhen Convention & Exhibition Center (SCZEZ)

Timeframe | July / August 2020

Event | SIUF / Hometex (trade shows)

Size of Event | Gifts & Home Fair | 50,000 visitors

Duration of Event | 3 Days

What were the most important factors contributing to the success of the re-opening?

- Government approvals to facilitate mass gatherings.
- Commercial viability to run the event; exhibitors willing to participate.
- Safety protocols to ensure all stakeholders have a smooth and safe event.
- Cooperation with venue and vendors to ensure the above three are well executed.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Uncertainty of government approval (only 2 weeks before the show), potential new outbreaks and city shutdowns, attendees not abiding with safety protocols.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Communicate often with all vendors.
- Be absolutely transparent in your marketing about what precautions you take to ensure attendees' safety.
- Share best practices and 'black swans' with other organizers. We are in this together!
- Plan meetings with local government pandemic safety and security control and the venue in advance to present and share mitigation measures. Allow time for them to review.

FRANCE | Viparis La Serre Paris Expo

Timeframe | 7 July 2020

Event | Annual General Meeting of the French Entrepreneurs Association (MEDEF)

Size of Event | 200

Duration of Event | 1 Day

What were the most important factors contributing to the success of the re-opening?

- We chose to reopen with an event of symbolic importance: an in-person meeting by the French entrepreneurs' association MEDEF, sending a strong message to the top French companies that events have an important role to play in economic recovery. It was also the first event that we hosted in our newly opened venue La Serre (Viparis has 10 locations). This venue is on the roof of our new Pavilion 6 (designed by Jean Nouvel and opened in November 2018) and forms a part of the world's largest rooftop urban farm. It was scheduled to open in the Spring, and we are proud, in the COVID-19 context, to have opened a new venue in July.
- At Viparis we started work quite early (over March-May) on elaborating a health safety guideline process called Safe –V with Bureau Veritas. We first drafted our own Protocol, which was reviewed with Bureau Veritas in order to check the consistency with public authority regulations as well. Then guidelines,

training, and processes were implemented to make sure everyone would be prepared appropriately for reopening. Our Protocol is regularly reviewed to adapt to the evolution of the situation.

- At the same time we worked with Unimev (the French national association for events) to have national guidelines that could be shared with authorities. We conducted many meetings with public authorities throughout the March-May period to discuss measures that could be implemented in case they would allow for an early reopening.
- Our guideline or labelling process was presented to an advisory group of key clients to evaluate its feasibility and then shared with all our clients to reassure them of the seriousness and level of our engagement.
- Reopening each of our venues is preceded by an audit visit with Bureau Veritas to confirm the guidelines are approved. This means we need to prepare each opening event further in advance with a series of procedures to carry out, but is a great opportunity to have a precise and written process to be fully ready. An audit visit with an external auditor has been a strong point of reassurance for our clients.

- More precisely to the last point, several preparation meetings were conducted with the organizer to discuss all measures on the basis of a checklist that we drafted up for all clients: flow circulation, counting systems, procedure in case of a suspected infection case, and so on.
- We have worked closely with our providers through charters, plans and briefings to get their engagement to comply with our processes.
- Even if we have a COVID-19 manager for each venue, all Viparis teams are mobilized to check and correct, if necessary, anything related to the safety measures. We believe it is not one person's job but need to get a full team involvement.
- We have offers ready for clients who want to work with us on providing signage, gel, counting systems, temperature checks.
- The French entrepreneurs association we hosted was very motivated to organize this event face-to-face, and really willing to cooperate to take all measures to follow procedures and make the event a success. Participation levels were high, all of their members came and were glad to have a relaunch event and discuss measures for the future in a collaborative environment, together as one community, at a live event.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Decisions of authorities have changed constantly from one side to the other from May through August.
- Official documents from the government were often unclear, bringing more uncertainty to organizers.
- We did not experience many challenges on the side of the safety measures related to the events, but our teams and providers initially did have to rediscover their organization and reflexes after 4 months of inactivity. This was probably our biggest challenge, which should not be underestimated, plus dealing with the long list of things to be done to open the venue again.
- Some providers are not (yet) at the level expected and required of them when it comes to safety measures, and you need to push them hard and keep the pressure on them to get them really involved.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- The importance of providing details on what you are doing and what needs to be done by the organizer since there will be constant questions on this. Things must be clear as regards financing as well: what is included and what is an option, what is mandatory and how much does it cost?
- Processes need to be written out but tested from a pure operational point of view. By doing a real customer journey yourself, you will discover you have to readapt many things.
- Some organizers have absolutely no care for safety measures and that is a challenge that you need to face with firmness. Be prepared for how can you motivate them and ensure they are engaged and responsible. Be prepared as well to take the lead on it to make sure it will reach the level of safety that is expected. On the other hand, some highly involved clients are very anxious and can bring more stress to small details that have no importance.
- You have to be prepared with a press release and for Q&A since first events are highly monitored by the media as they can create skeptical points of view.

What were the most important factors contributing to the success of the re-opening?

- Very detailed hygiene concept that had already been approved by local health authorities and was then adopted by the fair’s organizer.
- Welcomed local regulatory authority on the fair to walk-through and double-check all safety measures.
- Smart registration tool and registration process.
- Clear communication of the safety rules before (online) and during the event (on site, online).
- Media coverage: TV reports from the fair credibly proved that the fair was well organized and the visit is safe.
- Offering enough space to make visitors feel safe: spacious common areas, broad aisles, outdoor areas.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Visitors who wanted to lunch with a party of more people than was allowed at one table.
- Interest of the ‘yellow press’: While this B2B fair usually is of very low media interest, suddenly numerous journalists visited to report even though they were not interested in bridal fashion at all – just because it was the first fair to take place in Germany this summer.
- Fashion shows – usually the highlight of the fair – could not take place and had to be turned into small 1:1 presentations.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Connect with local health authorities as early and close as possible.
- Clearly communicate your hygiene concept to all participants in the fair (client, exhibitors, service partners, visitors...). Use check-lists and easy-to-follow videos for your explanation.

- Brief your own staff as detailed as possible. Brief them early enough to optimize processes and measures.
- Prepare a Q&A list for (social) media inquiries.
- Think out of the exhibition site/halls: How to you guarantee health safety in parking areas? Or in public transport?
- Demand in the contract that client (organization) appoints COVID-19 contact person (responsible party). Demand in contract that client organization (versus facility staff) enforces COVID-19 safety rules among its attendees via its own supervisors. The working principle is: ‘We as venue ensure the facility is ready for use in all respects when it comes to health safety; they (the client) have to ensure their exhibitors, visitors, service providers, visiting journalists and all other parties involved are properly monitored and managed.’

What were the most important factors contributing to the success of the re-opening?

- Gaining understanding and support from the local and prefectural governments on the importance of holding a large-scale event.
- Ensuring that attendees and exhibitors understand the infectious disease control measures so that they can comply, and so that they will feel comfortable attending/ exhibiting.
- Working closely with the organizers and helping them create an official statement for the public on the safety and importance of the event.
- Determining how to minimize the risk of infection for visitors and exhibitors, using this information to create our Guidelines for MICE Event Organizers for Infectious Disease Control, and then explaining these guidelines to all involved stakeholders.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Fortunately, no major issues arose during the event. All visitors and exhibitors followed instructions for safe event measures and brought their own masks.
- Most challenges arose during planning:
 - Even fewer visitors came than the already-anticipated lower turnout, so it was a challenge to appeal to interested people to come.
 - Osaka’s fire safety laws restrict the use of liquids with an alcohol concentration of 80% or more, so the organizers had to contact all exhibitors to gather information on their planned sanitizing solutions, and request special permission from the authorities.
 - The government’s first priority is the safety of the people, so getting them to understand the importance of MICE events as engines for economic recovery and gaining their support took time.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Because exhibitions and conventions are public events, it is important to involve many stakeholders in the planning stages, such as the local authorities, exhibitors, visitors, and media.
- To gain support it is vital to create a clear and concise message on why it is important this event be held, and how it will help the local region. For organizers, releasing an official statement is very important in gaining public understanding, approval, and support.
- We worked to explain the importance of this event to stakeholders across Osaka, and we believe this contributed to getting as much support as possible.

THE NETHERLANDS | GL Events World Forum The Hague

Timeframe | 3x in July 2020

Events | Commemoration Service | THCB Association Meeting | NBTC Association Meeting

Size of Events | 100+ Visitors 3x

Duration of Events | 1 Day (3x)

What were the most important factors contributing to the success of the re-opening?

- Very close pre-event planning deliberation with client to accommodate numbers / options.
- Test runs in real life with small group of staff doing walk-through of event seating, service, routing to determine what actually works.
- Having all our documentation ready: we are prepared on safety, planning, and because of that, can offer client options.
- Good example setting (by management) induces people to follow proper safety rules.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Visitors who ignore directions/ instructions (and you don't want to be the police).

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Prepare an online booklet clearly indicating how well-prepared you are in terms of health safety, with some level of detail, to use for marketing as well as engaging authorities and other stakeholders.
- Have an extensive, detailed, tightly formulated event protocol to ensure health safety from as many perspectives as possible.
- Demand in contract that client (organization) appoints COVID-19 contact person (responsible party).
- Demand in contract that client organization (versus facility staff) enforces COVID-19 safety rules among its attendees via its own supervisors. The working principle is: 'We as venue ensure the facility is ready for use in all respects when it comes to health safety; they (the client) have to ensure their people are properly monitored and managed.'

SWITZERLAND | Congress Center Basel

Timeframe | July, August 2020

Events | Reloading Live | Exams and Orientations | Parliament Gatherings

Size of Events | 100–300 Visitors

Duration of Events | 1 Day (3x)

What were the most important factors contributing to the success of the re-opening?

- Scheduled Check in to avoid crowds in waiting lines.
- Excellent information concept with signage and announcements.
- Quality check with professionals we took. See <https://almedica-hygiene.ch/>
- Integrating the whole team in the process.
- Elements that show superior knowledge like a visualization and a homepage dedicated to the topic. See <https://www.mch-group.com/en/our-services/covid-19/>
- Elements that "show off" like a state of the art heat-picture camera where people could check themselves.

What were the biggest challenges you faced, expected and unexpected, during the event?

- Not all visitors respected distancing requirements.
- We recommend to wear masks in every possible situation – this was a big learning.
- People forget themselves after a while and you should remind them gently.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Be aware that people don't respect your advice, so do invest in onsite communication extensively.
- Masks are a good recommendation or should be compulsory as they give a certain security level on their own.
- Have all exactly and easily written down.
- Ask the authorities and experts how to do the right thing.
- Educate, educate, educate!! It's something new and you have to give more effort to bring the right behavior through.

SWITZERLAND | Swisstech Convention Center (Lausanne)

Timeframe | 25–27 August 2020

Event | Swiss Society of Ophtalmology 2020

Size of Event | 600 Visitors

Duration of Event | 2 Days)

What were the most important factors contributing to the success of the re-opening?

- This Congress was reviewed and re-planned over the period March-August. Significant amount of flexibility and creativity on the part of the team to find options.
- We always appeared solution oriented and presented positive ideas. There was never a case of “we cannot do this because...”.
- We conducted regular walk-throughs as “a participant” that we filmed and reviewed.
- Our documentation is ready and reviewed on a regular basis – it is not just published once. Our Marketing team has taken this on to ensure that while we meet regulations, we also present this in a client oriented approach. We have created a campaign for social media demonstrating our approach. These same videos are run on all of our internal screens, alternating with Congress information that are informative and that present a client options.
- We always had prided ourselves on the discretion of our cleaning staff. Both in terms of how but also their dress code. Our cleaning staff now wear red t-shirts with “Cleaning staff” in large white block letters on the back to reinforce the importance of their work and their presence and provide reassurance to the participants.

- All of our staff, front office, back office included are fully briefed on the rules put in place by the Security team and the Organizer. They are coached on how to appropriately approach participants/ exhibitors if they are for example not wearing masks or not wearing them appropriately.
- We have set the example ourselves, on the floor and in our offices to demonstrate that we also follow proper safety rules.

What were the biggest challenges you faced, expected and unexpected, during the event?

- The uncertainty of federal and cantonal regulation changes concerning the authorization of event, number of participants and group restrictions. For example, we are authorized events up to 100 visitors, however, the maximum group size is 300 and the groups are not allowed to enter into contact or cross. Event venues must be able to provide separate entrances/exits, separate meeting rooms, exhibition space.
- Plan for delays in programming – indeed the “networking” that typically was a solution for session delays, is severely restricted. Thus you need “safe areas” for groups of participants to wait for the next session.

What key advice would you give colleague event and venue managers to help them better prepare for a reopening?

- Do run-throughs of your protocols. Having them in writing is of course necessary but the challenges/issues become evident when you actually walk through them.
- No exceptions but also know that the more rules you make, the more you will probably break. Make sure that they are realistic – or don’t do it.
- Clearly stipulate that the organizer is responsible for monitoring and enforcing the security plan concerning COVID-19. While our own staff plays a vital role in this, indeed the organizer is obliged to engage a specific number of qualified security personnel (this is determined by our security team) which they pay for.
- Be prepared for things to go wrong. Have your communication plan ready for organizers, participants and the press. 1) A participant becomes ill or demonstrates signs. We have an infirmary on site that is prepared for short-term until a participant can go home/hospital. 2) The authorities implement restrictions/closing during the event (this happened to us on 16 March where we had to “evacuate” participants and close the center.
- Make sure your AV is top notch and also been through tests. Most meetings will have some element of hybrid – and the demand is much higher to ensure quality and timeliness. This can also make or break your success.

3 GOOD PRACTICE: Personnel and Personal Safety

Evolving good practice related to framework section 1 on ensuring personnel and personal safety is outlined in the following sections.

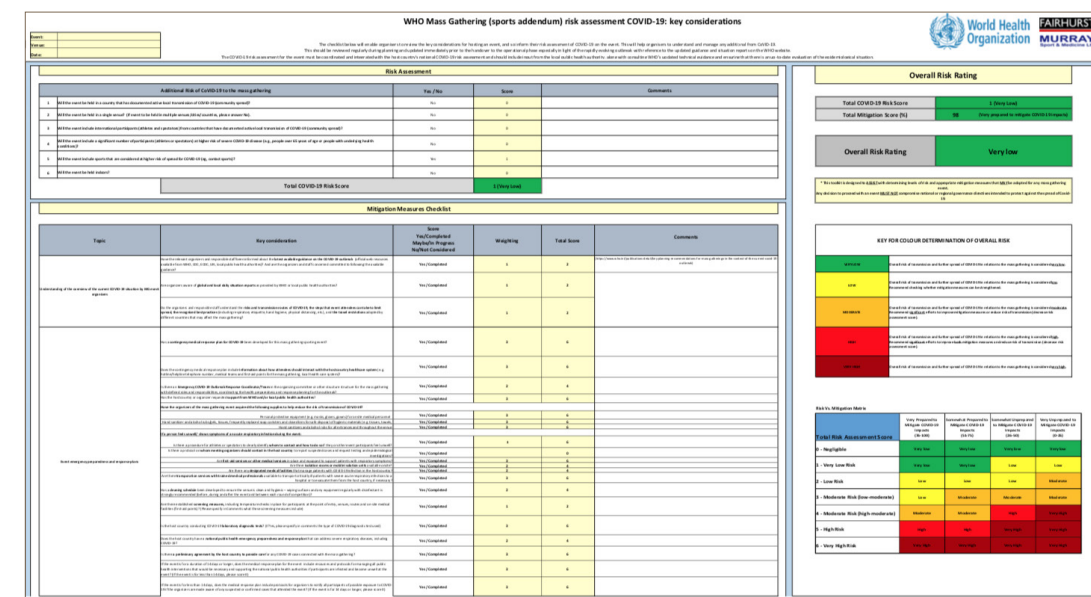
3.1 Risk Analysis

Health safety risk analysis to control COVID-19 infection and strive towards a ‘controlled environment’ is evolving. For many if not most government health authorities around the world, World Health Organization (WHO) risk assessment guidance is the leading reference point. Any decision to restrict, modify, postpone, cancel or proceed with holding a mass gathering should in principle be based on a rigorous risk-assessment exercise, tailored to the event. The WHO guidance permeates most countries’ and indeed most industries’ risk assessment concepts, and its tenets are used and referred to in almost all newly developing guidance. One example is the work of the Global Biorisk Advisory Council - part of the global cleaning industry association ISSA – which plays a key role in the new “All Secure Standard” developed jointly by prominent show organizer industry firms Reed, Clarion and Informa.

The WHO toolset and background information on health safety risk assessments can be found on the WHO website. <https://www.who.int/publications-detail/risk-assessment-and-management-of-exposure-of-health-care-workers-in-the-context-of-covid-19-interim-guidance>

1 | Consider engaging specialist support for your HSE team. Specialist companies often play a role in helping centre or event health and safety staff orient on COVID-19 risk assessment, and to tailor assessments to their needs. While there is still much variation in the details of health safety risk assessments, also when it comes to adaptations to the WHO framework and the use of different scales and templates, good practice is emerging in different areas.

An example of good practice risk assessment tooling as used in the Scottish Events Campus (SEC) in Glasgow, Scotland, is the (Health Safety) Risk Register developed by the British firms Fairhurst and Murray Sport & Medicine Ltd. Together, these two leading international consultancies – heavily engaged in international events safety and medical risk mitigation – have worked since January 2020 to optimize the WHO risk assessment framework for COVID-19, an iterative process yielding a detailed HSE risk tool. The AIPC, ICCA and UFI, thanks to the SEC and Fairhurst and Murray Sport & Medicine, are grateful to present a version of the Risk Register tool in Appendix 2.



The image shows a complex risk assessment form titled "WHO Mass Gathering (sports addendum) risk assessment COVID-19: key considerations". It includes a "Risk Assessment" table with columns for "Additional Risk of COVID-19", "Yes/No", "Score", and "Comments". Below this is a "Mitigation Measures Checklist" table with columns for "Type", "Key consideration", "Risk Reduction Measure/Programme/Control", "Weighting", "Total Score", and "Comments". To the right, there is an "Overall Risk Rating" section with a color-coded scale from Green (Low) to Red (Very High). At the bottom right, there is a "KEY FOR COLOUR DETERMINATION OF OVERALL RISK" table that maps the scores from the risk assessment and mitigation checklist to the overall risk rating.

2 | **Do not forget to include your ‘home worker team’ in health safety risk assessments.** If you rely on a team of home workers to carry or support preparations or operations, and you want to meet your Duty of Care obligations as well, you need to make certain they are in as safe an environment as possible as well.

3 | **Consider working directly with a, or your, insurance company in assessing COVID 19 related risks and solutions in preparing your facility or event.** Most insurance firms have specialists in assessing risk, and many insurance firms hire these experts out for specific projects. Not only can you benefit from the expertise in assessing risk and developing mitigation measures, but you can emphasize or advertise the fact that you did so to partners, regulators and other stakeholders, and, depending on your relationship with the insurer, it can result in your building a trusted relationship when it comes to getting insurance for certain events, or even getting this at a discount.

4 | **At venues, consider setting up several small ‘Analysis Teams’ to help assess HSE risks and find solutions based around people activity flows.** Carlos Moreno Clemente, from the Fira Barcelona Safety and Security Department, notes that thanks to a mapping process that analyses the total sequence of staff and visitors’ routes and activities at the facility, teams have been able to identify and address a number of hard to find safety risks, and come up with good options for addressing them. “We use a consistent approach using teams of 2-5 people who are intimately familiar with the site and processes,” observes Clemente, “and from the parking areas to the stairs to queues and coatrooms and info points, we look intently at those particular areas or services to methodically assess risk while brainstorming solutions. It has not just proven helpful in identifying risks we did not see earlier and solutions we had not considered before, but also in seeing how a risk in one area can carry through to others, and might be controlled well in advance, like diverting the arrival flows for reducing pressure at some services like coatrooms or digitalizing processes avoiding physical interaction.”

The Dubai World Trade Center (DWTC) used a similar approach but started with a different reference point, dividing its efforts over April-May 2020 into identifying and addressing risks into the following five pathways or ‘journeys:’

- 1 | Customer Journey
- 2 | Organizer Journey
- 3 | Exhibitor Journey
- 4 | Employee Journey
- 5 | Contractor Journey

With each of these being carefully examined in detail, the DWTC Team took great care identifying all the different health safety touchpoints and other issues for each journey, ensuring the event build-up phase, transportation, and consideration of accommodation and employee home health are all included as well.

5 | **Ensure your HSE team also monitors new developments around health risk assessment in other industries.**

Sticking to what you know or just approaching colleagues in the industry to improve often yields only incremental value. COVID-19 is a game-changer in many respects, and one of those is HSE risk assessment. Among places to monitor for new risk assessment models coming out are HSE department publications from the hospital/health, commercial real estate, military, and standardization institute sectors.

6 | **Consider technology use to assess and limit risk carefully to prevent secondary or new risks.** It is important to assess risk throughout operations and measures as applying certain types of controls can yield new or other dangers. For instance, a health risk assessment that results in the adoption of facial recognition technology as an access control measure (no touch) may run afoul of a risk control measure to wear a face mask, with people taking off their mask – and touching it and possibly placing it back poorly – to use a facial reader.

7 | **Do not neglect other risks due to an over-focus on COVID-19.** Notes Scottish Events Campus Operations Manager Mark Laidlaw: “Coronavirus has presented us with a significant challenge. When assessing the risk and the impact on our event footprint, it is important not to lose sight of the other risks we’ve been managing for some time, especially security. It is our job to assess all our risks and make sure one doesn’t impact negatively on the other. A balance needs to be found”.

8 | **Continuously monitor for new and upgraded health safety risk assessment tools as a range of institutions, agencies, companies and countries’ health agencies continue to publish new versions and variants.**

Among those more recently updated and upgraded tools and publications over July-August are:

- Updated WHO major event health safety risk assessment tool published on 10 July for general, sports and religious events:

<https://www.centerforhealthsecurity.org/our-work/publications/updated-who-covid-19-mass-gatherings-risk-assessment-tools>

- The generic or general WHO events module can be found at: <https://www.who.int/publications/i/item/10665-333185>

- The WHO now offers a free online risk assessment training course for using the toolkit. For details, see:

<https://openwho.org/courses/WHO-COVID-19-mass-gatherings-risk-assessment-training>

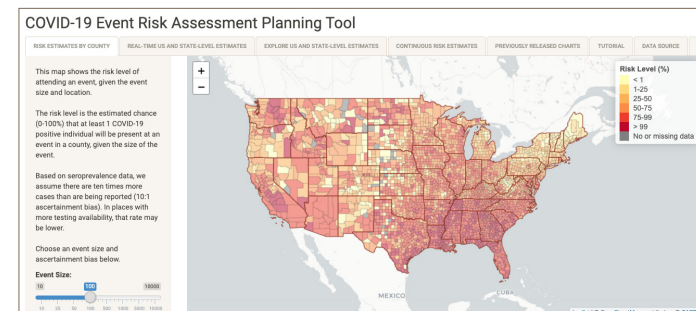
- The British specialist event consulting company Eventbrite UK has developed a free event safety playbook in cooperation with safety experts of the (American) Chertoff Group. It can be accessed at the following link:

<https://www.eventbrite.co.uk/l/covid19-event-safety/>

- The Canadian government has published an updated risk assessment tool for mass gatherings accessible at:

<https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/health-professionals/mass-gatherings-risk-assesment.html>

- A mass event risk assessment tool specifically designed for the US that stands apart due to its direct data connection to the US Center of Disease Control—making it an actual event risk planner – is that developed by Georgia Tech scientists in the spring of 2020, and since improved. While data restrictions only make it useful for event planning in the US, the tool shows the math and modeling behind it, offering outsiders the ability to use it for their own (local) model improvements. See Chande, A.T., Gussler, W., Harris, M., Lee, S., Rishishwar, L., Hilley, T., Jordan, I.K., Andris, C.M., and Weitz, J.S. ‘Interactive COVID-19 Event Risk Assessment Planning Tool’.



<http://covid19risk.biosci.gatech.edu>

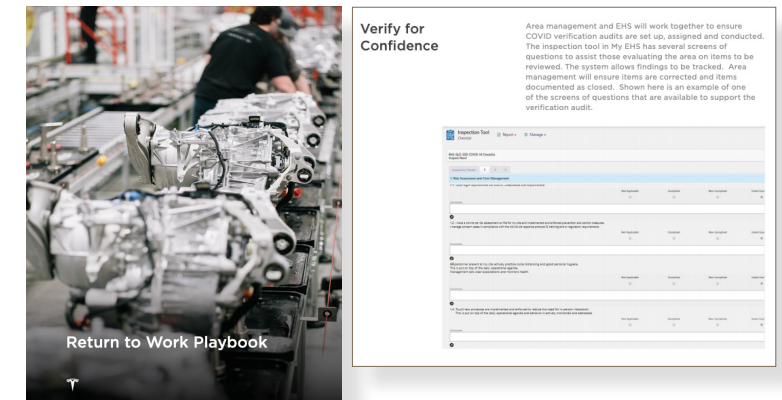
- A newly available ‘Risk management toolkit for humanitarian aid agencies’ that includes good practice guidance on employee travel security, including insights on travel considerations applicable to events industry staff planning as COVID-19 remains a risk for travelers, is the “Security To Go” guidance document. It is published by the European Interagency Security Forum (EISF) and can be found here: [RA Security-to-Go-3rd-Edition.pdf](#)

9 | **As part of your checking on the accuracy of your health safety risk analyses, ensure you have a means of verifying the effectiveness of your measures, and directly related, the quality of your risk assessment.**

A growing number of organizations are increasing their health safety auditing to enable health safety control effectiveness measurement. While a number of separate auditing worksheet software packages are available, many firms are now choosing to simply add auditing sheets to their own software platform so that the data can be more easily entered and shared within existing IT ecosystems.

An example of one of the worksheets of such an auditing module (under the rubric ‘Verify for Confidence’) is included on page 36 of the Tesla Return to Work Playbook.

https://www.tesla.com/sites/default/files/blog_attachments/Tesla-Return-to-Work-Playbook.pdf



Another example, this time of an approach to auditing (‘Constant Vigilance’), can be found on a short tutorial video of the ISSA Global Biorisk Advisory Council (GBAC) STAR 20 Elements program.

<https://youtu.be/5zYcC0t2B0I>

4 GOOD PRACTICE: Physical Distancing

3.2 Managing Use of Prevention Materials

1 | Be stringent in all management aspects around purchasing, storing, distribution and use of prevention materials. In managing the supply of health safety prevention materials, from personal protection equipment (PPE) to hand sanitizers and wipes, consider:

- Purchase supplies from trusted partners whenever possible;
- Check up regularly on market prices for PPE and other materials;
- Have HSE where needed do certificate and quality check on materials;
- Maintain a tight inventory control including any material use-by dates;
- Maintain tight inventory storage security;
- Apply a tight safety regime around stored materials to prevent any supply contamination or other wastage;
- Until a firm routine is established, have HSE staff hand out materials, and where needed explain their proper wearing / placement and use;
- Following a standard issuance, instruction and handout protocol for when staff receive supplies for themselves, this to ensure they are issued the right PPE, and use it properly;
- Following a standard protocol for the distribution of materials to track supplies and ensure they are brought to the right location, under sanitary conditions, and properly placed (from hand-wash gel to hand-out facemasks and plastic gloves);
- Have HSE staff perform checks of deployed materials to see if indeed they are properly deployed, displayed, and used. This should include HSE staff checking on other staff and contractors to see if they are wearing and using PPE properly.

2 | Focus on long-term sourcing of PPE and other prevention materials. While procuring fairly standard extra cleaning supplies such as disinfection agents, wipes and tissues has not proven too challenging a task for most centres contacted for this guidance, sourcing of PPE, and notably face masks, has been more difficult. Good practice such as that conveyed by Robert Noonan of the Massachusetts Convention Center Authority (MCCA)

Signature Boston is to find long-term procurement partners; lock in long term contracts; and seek to procure enough PPE for a period of six months to a year.

3 | Request material suppliers maintain their own safe health regime. A document that may be shared with suppliers who maintain storage facilities is “Recovery Readiness – Industrial Checklist (for Warehouse Operations)” by Cushman & Wakefield. [Recovery-Readiness---Industrial-Checklist \(1\).pdf](#)



4 | Ask suppliers to maintain their own stringent materials management regime to avoid having to return materials, for instance because they do not have any or not the proper accompanying certificates; are out of date; not labelled; mislabeled; or possibly diluted or contaminated.

5 | Consider use of specialized software to track PPE inventory and supplies. Select PPE inventory software companies that are specialized in or have packages for PPE tracking include Z5 inventory, BCG, Red-on-Line, Supplypoint, and RioMed. Some of these firms have made select services freely available in recent months to assist in the larger struggle to contain COVID-19.

6 | If and when usage rates and larger PPE supply issues arise, consider use of the free ‘Burn Rate Calculator’ of the US Centers for Disease Control (CDC) to help estimate requirements. The CDC Burn Rate Calculator can be accessed via: <https://www.cdc.gov/coronavirus/2019-ncov/hcp/ppe-strategy/burn-calculator.html>

Evolving good practice related to framework section 2 on enabling physical – also widely known as social – distancing is outlined in the following five sections.

4.1 General

1 | Consider exploring the new ‘hybrid event’ market. Note that as a result of distancing and specifically seating distance requirements, a new category of event is emerging in the industry: so-called hybrid events, in which a part of the attendees are physically present, and a part virtually.

2 | As a general point of departure, it is good practice to set up a Physical Distancing Plan that outlines measures in a range or either physical, functional or service areas to ensure that measures are comprehensive, where feasible consistent, and trackable, monitor-able and visible for auditors. While developments are still evolving in this area, one term gaining traction indicating just how quick industry is trying to move towards a fixed reference point on distancing is CDS or ‘Crowd Density Standard,’ featured in the May 2020 ‘All Secure Standard’ jointly developed by Reed, Clarion and Informa.

All Secure Standard

An example of a general outline of such a ‘physical distancing plan’ is contained in the “Recovery Readiness – Industrial Checklist (for Warehouse Operations)” by Cushman & Wakefield. (See separate link to document.)

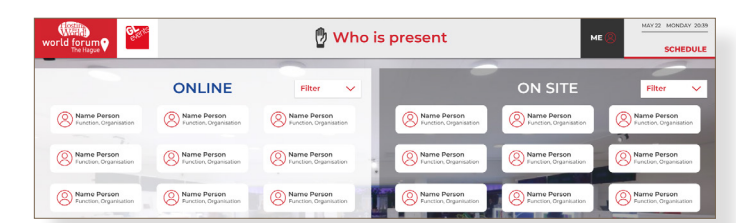


Example of outline for a Social Distancing Plan developed by the global commercial real estate company Cushman & Wakefield.

3 | As part of your plan, ensure you define who is responsible at your venue or event for enforcing physical distancing rules. Among the possibilities are all staff members and managers; HSE staff; security staff; or, an evolving practice at different venues, small ‘enforcement and incident reaction teams’ that combine HSE and security staff.

An example on basic insights on calculating (space) capacities for physical distancing can be found on pages 12 and 13 of the IAAPA Reopening Guidance document “Considerations for the Global Attractions Industry.” Please note that the distances mentioned may not apply in all countries, as different countries use different norms. https://www.iaapa.org/sites/default/files/2020-05/IAAPA_COVID-19_ReopeningGuidance_rev1_final.pdf

4 | Consider as part of your physical distancing strategy and ‘hybrid event’ exploration the possibilities for interlinking with other events venues, and the use of ‘broadcast studio’ concepts. The GL Events World Forum in The Hague is one venue to serve clients with a new venue interlinking approach called ‘Online Participation,’ by which organizers can involve multiple audiences (for instance of the same client) in multiple venues in multiple countries at once. General Manager Michiel Middendorp points out that “GL Events owns over 50 different venues worldwide, and now uses technologies to interlink audiences, with a variety of features that promote actual participation by all attendees. This allows people in different venues to for instance vote, interact by voice, and follow who all is in attendance – physically and virtually. This way clients can keep physical participation within compliance boundaries, while extending not just virtual attendance, but actual active participation.”



Several venues are exploring studio broadcasting type services, some linking to clients through communications platforms like Webex, Zoom, or Teams such as the Prague Congress Centre, and others are more focused on use of livestreaming to designated webpages. Sveska Massan in Gothenburg, Sweden is reporting success with its studio livestream broadcasting concept. “We have had strong interest and use of our Gothia Studio since the spring,” observes Director Congress & Events Malin Erlandsson, “and are fully booked at least a month ahead for everything from annual and board meetings to new product presentations.” Working together with technical services firm Adapt, Svenska Massan is able to offer clients comprehensive half-day and full-day packages for use of the adaptive studio, including use of a streaming server, set design, image technology, sound and lighting technology, and stage use. Information on the offering can be found at: [Studio Gotha Salj engelska.pdf](#)



A variant on these is the hybrid ‘The Stage is Yours! plug & play’ concept of the Amsterdam RAI for congresses, corporate events, presentations, theatre performances and live events. Here, a sizeable crowd of 800 to nearly 1200 people normally seated in an auditorium can be placed in a larger hall so that the crowd can be kept the same size for a physical-virtual event. The hybrid ‘Plug & Play’ concept is customized in cooperation with three RAI partners, ACS, Mansveld Expotech and Unlimited Productions. Information can be found on the RAI webpage <https://www.rai.nl/en/rai-amsterdam/news-article/the-stage-is-yours/>



4.2 Barriers and Floor Markings

Barriers and floor markings to better control people flows including in parking areas, queues, entrance halls, entryways, restaurants, around catering, around toilets, at coat rooms, exits and within main meeting, congress, exhibition and other key areas are vital to reach and maintain physical distancing requirements. A vast amount of new knowledge is being developed by a multitude of organizations, governments, companies and associations on the use of barriers and floor markings.

1 | As concerns barriers, solid ones are generally better than non-solid ones, but bear in mind this limits flexibility of use. Partitions, desks, wall elements, screens, tables, and other solid dividers generally provide a better, more effective barrier than a rope, a plastic sheet suspended by tape or rope, a tape, signs or cords because of their solidity. This noted, in spaces where the configuration has to change often, the latter are widely used. Consider then in what areas like entryways the configuration of the space is apt

to change less and where solid barriers may be more useful and effective. This is particularly true of busy staff-customer contact points, such as check-in desks and info-points, where a solid barrier with a plexi-glass partition is likely to be the preferred option. Related, when looking at things like large reception desks, consider types or models of barriers that come with wheels attached so they can be (more) easily moved.

2 | Consider what material that barriers you buy is made of, this in light of the need to clean and wipe surfaces frequently. Cleaning agents, some including slightly abrasive chemicals, will be used with far greater frequency in the future than before. Make certain that surfaces likely to be sprayed or wiped often are made to last and do not wear because of the intense use of chemicals.

3 | Consider the specific surface and area of use for people-routing and distance-marking materials. A wide range of materials, markings, awareness signage and unique solutions are being developed and designed on an ongoing basis to support one-way floor routing and physical distancing. In effect, a whole new workplace furniture niche is emerging. In choosing markings, consider where they will be used, including lighting and likely ‘wear and tear,’ and aim to combine floor marks with signage on walls or screens where possible for reinforcing the message or direction. Materials include:

- Carpets printed with distance marks
- Circular carpets with a diameter marking a particular distance
- All manner of stickers, strips, and arrow signage
- Rubber and plastic floor mats with signage
- Floor mats for use in elevators (usually, for just 3 persons)
- Wall-mounted pull-out cords



Good practice from KINTEX in South Korea: floor markings for entrance line-ups. Image courtesy of Frank Yang, Director of Marketing & Business Development, KINTEX.

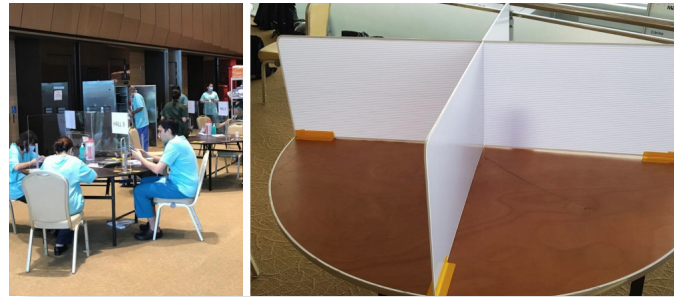
4 | Consider augmenting signage and markings with distancing (alert) technology. In several countries, companies have developed a small personal ‘light alarm’ that people can clip on that goes off showing a blinking red light when the sensor gets closer than a set distance from another person wearing a similar light alarm with a similar sensor. Using this technology helps people self-police, and can also help event or venue staff monitor attendee compliance. If you use such technology, draw up a procedure for the distribution, placement and cleaning of such devices.

5 | Consider using and marking outdoor areas as part of a one-way routing scheme. To promote one-way routing of people, some facilities are now directing persons to walk one way within a buildings or hallway, and the other way just outside the building, thus using the exterior of buildings as a one-direction pathway. In some cases, companies are building separate little roofs and structures to cover or enclose such exterior walkways. Similarly, normally closed service-ways or non-public ‘back stage’ hallways to storage areas are now being put into use in some centres to create new two-way interior building walking routes. If you use an outdoor area as part of your physical distancing routing scheme, do not forget to ensure proper safety and security (could include CCTV cameras) monitoring.

6 | Use extensive signage to reinforce proper (floor) routing patterns. Until people have visited a venue more often, they will need guidance on which way to go. The more this information can be reinforced with signs, maps, instructions on screens or handouts, the better. Evolving good practice indicates that short texts accompanied by simple graphics, with good or strong color contrasts, works best. Consider digital signage and try to reduce stand-up signage that may affect attendees’ flows.

4.3 Transparent Partitions

1 | Consider introduction of transparent (or non-transparent) partitions in all areas where physical distancing rules are difficult to maintain and/or to make more efficient use of available space. Place emphasis on busy office and client-staff interaction areas such as information desks, badge or reading material handout desks, security booths, etc. This is where partitions will have their greatest value in reducing virus transmission risk.



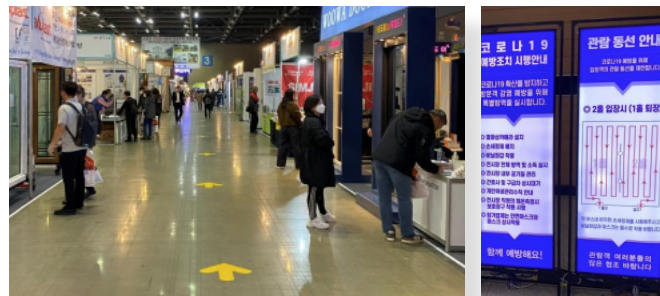
Example of good practice: Perspex dividers on staff tables, Singex Singapore.

2 | Check in acquiring plastic partitions that they can withstand frequent cleaning with chemical disinfection agents and are fire-proof. Partitions come in many different forms, from mobile/non-mobile, solid to flexible, and standard to custom made. Judge what the requirements are and ensure that the partition can withstand thorough, frequent cleaning. Similarly, ensure that you use fire-retardant or fire-resistant plastic to prevent creating, or adding to, a fire hazard.

4.4 Distancing Booths, Isles for Circulation

Good practice for organizers, builders, attendees and others when it comes to exhibition area booths distancing and layouts is still evolving, but key tenets already being put into use include:

- Thinking all measures through starting with the build-up phase, with distancing facilitated by the use of timeslots, good communication to the workforce, and use of modular



Exhibition hall floor route markings and hall entrance signage showing routing for event at the KINTEX, South Korea.

systems that can go up faster and easier to reduce the number of people required to do a build (maximizing distancing);

- Using zoning, linear arrangements and reorientation of booths to prevent so-called 'bootleg' aisles on the exhibition floor;

- Extending exhibition hours, so more people can be spread out over more timeslots during the day and or into the evening, optimizing distancing calculations;

- Using physical distancing allowances based on the locally prescribed 1.5 to 2-meter distancing calculus;

- Creating clearly marked one-way paths around the exhibition floor;

- Instructing visitors before hall entry on routes through signage and handouts;

- Reminder instructions inside halls for visitors showing the routing layout;

- Using booth designs with surfaces that can be easily cleaned and wiped, i.e. no cloth covers;

- Where feasible, display products in such a manner that they can be well observed but do not need to be handled or picked up by visitors (and eliminate or minimize handouts);

- Making heavy use of screen technology to display information;

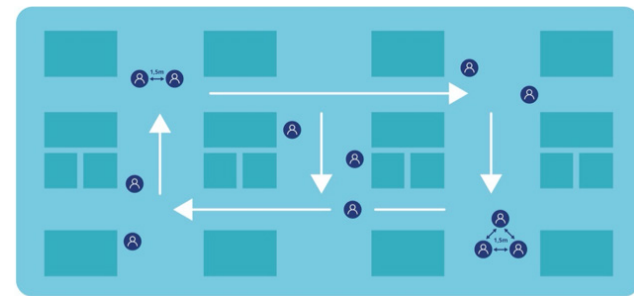
- Using a desk or panel as a solid barrier in the booth to separate booth/stand staff from visitors;

- Using plexiglass partitions to separate booth/stand staff from visitors;

- Asking no more than two visitors to visit a booth at any one time, well apart (for standard size booths, commonly measuring 3x3 meters in many countries);

- Placing any booth technology touch points (i.e. touchless contact) well apart;

- During the event, drawing up people density maps (or registering people visitation data) to help with health safety assessments, and make adjustments in layout or booth positioning for optimal risk reduction.



Sample floor map created by Dutch event organization CLC-VECTA.

4.5 Conference Style Layouts

1 | For break-out sessions and side events, consider new conference style layouts for seating use in accord with physical distancing requirements. The key requirement at present is a set distance – which varies in most countries from 1.5 to 2 meters - between seats, and the evolving terminology indicates the most popular terms at present – which in effect come out to the same configuration – for angular arrangements are so-called 'staggered' and 'checkerboard' seating. Circular and semicircular layouts are similarly evolving.

2 | Define your potential seating capacity so as to offer clients options. Clients will not know what kind of seating options you offer until you provide them with approximate seating capacity, with or without exact layouts. To the extent you can measure this for different halls, and even better present it with a lay-out that shows the options for events, do so, particularly to demonstrate your preparedness to have smaller to mid-size meetings, break-out sessions or other events in a safely configured setting.

RTM Stage	Surface area in m ²	Dimensions (L x W in m)	Daylight	Theatre	Cabinet	Cabinet Round	Classroom	U-shape	Reception	Exam
1st floor (pockets)	max. seated persons per seat (0.5 x 0.5, 1 per 0.25m ²)									
Desk 1	450	21.3 x 20.5 x 0.6	✓	90	345	55	165	145	50	24
Desk 1A	295	28.4 x 10.7 x 0.6	✓	47	140	52	48	56	8	90
Desk 1B	295	28.4 x 10.7 x 0.6	✓	43	140	52	48	56	8	90
Desk 2	169	9.9 x 10.8 x 0.7	✓	22	75	35	24	30	20	50
Desk 3	368	9.9 x 36.8 x 0.7	✓	22	75	35	24	30	20	50
Desk 4	187	18.2 x 10.3 x 0.4	✓	21	75	35	24	30	20	50
Desk 5	153	18.2 x 11.8 x 0.4	✓	25	80	35	24	30	20	50
Desk 6	79	8.35 x 9.4 x 0.4	✓	18	58	24	24	16	18	40
Desk 7	75	8.35 x 9.4 x 0.4	✓	15	58	24	24	16	18	40
Desk 8	75	8.35 x 9.4 x 0.4	✓	15	58	24	24	16	18	40
Desk 9	75	8.35 x 9.4 x 0.4	✓	15	58	24	24	16	18	40
Desk 10	542	27.4 x 20.1 x 0.7	✓	122	505	232	168	170	70	200
Desk 10A	280	25.1 x 10.9 x 0.7	✓	58	258	108	84	82	40	100
Desk 10B	280	25.1 x 10.9 x 0.7	✓	58	258	108	84	82	40	100
Desk 11	296	25.2 x 12.2 x 0.4	✓	22	80	32	35	32	20	50
Desk 12	175	11.4 x 18.8 x 0.4	✓	23	80	32	35	32	20	50
Desk 13	177	18.2 x 10.8 x 0.4	✓	35	140	24	22	44	44	18
Desk 14	187	17.1 x 10.9 x 0.4	✓	37	150	24	22	44	44	18
Desk 15	180	17.8 x 10.9 x 0.4	✓	38	150	24	22	44	44	18
Desk 16	128	12.8 x 10.3 x 0.4	✓	30	100	40	38	32	24	60
Desk 17	183	12.8 x 18.8 x 0.4	✓	27	100	40	38	32	24	60
Foyer 2.1	440	18.2 x 6								
Foyer 2.2	1,295	18.2 x 6 x 8								
Foyer 2.3	270	18.4								



Example of good practice: Rotterdam Ahoy seating capacity chart and floor plan. Image courtesy Ms. Desiree Baltussen.

3 | Whichever layout you adopt or use, ensure proper guidance and instruction for use. Whether on signs or screens, such information is particularly important for seating plans that do not involved a numbered or fixed seat. Movie theaters and regular theaters are currently piloting a number of signage and instruction programs for just this purpose.



Example of guidance for theater goers at Pathe Theaters in The Netherlands, which tells visitors how to self-select a seat in relation to other people.

4 | Consider tapping into outside expertise on seating arrangements and layouts, which is a fast-growing business. A range of consulting companies now offer services on both paper- and computer software-based seating plans, planning, and space optimization via algorithm use, a lot of their new insights being developed over April-May 2020 for the office and sports event / arena / stadium sectors. Many of these firms offer ideas and concepts for free via articles, blogs, white papers and podcasts. Among new free resources on seating plan designs is the new 'CoviDistance' SketchUp tool by Modelur, a leading urban design software firm, which can be applied to a variety of settings. For details, see: <https://modelur.eu/free-sketchup-tool-for-post-covid-19-workspace/>

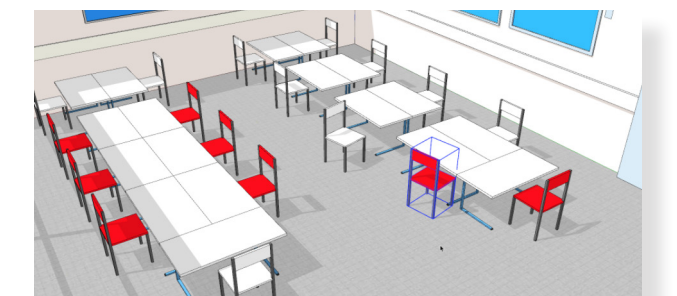
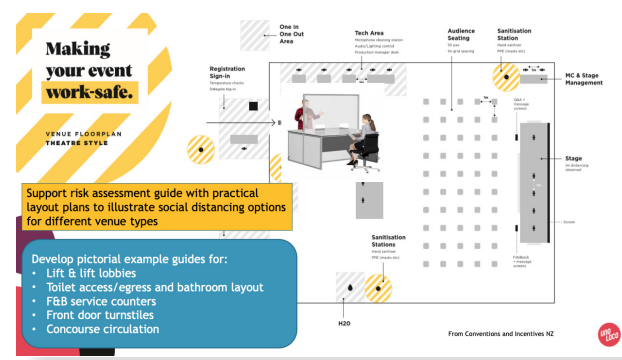


Image from the new SketchUp tool from Modelur.

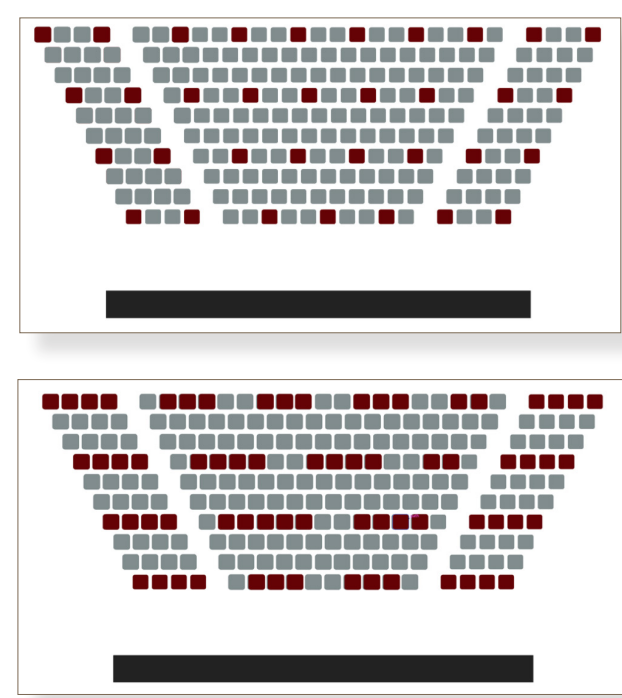
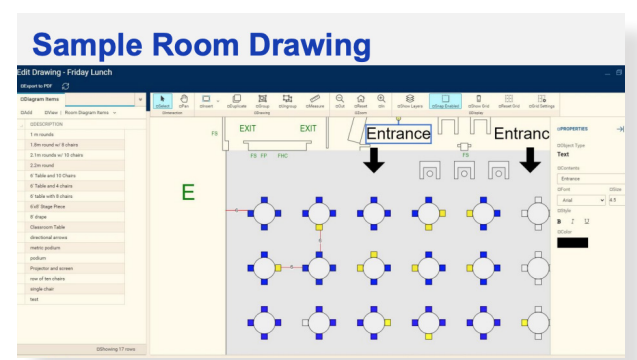
5 GOOD PRACTICE: Health and Safety Measures



A growing knowledge pool: new guidance released in May 2020 by Convention & Incentives New Zealand.

5 | Consider dynamic as well as static seating numbers analysis. Simply put, dynamic seating analysis allows for pre-registered persons who are together who do not need to maintain physical distancing (typical example: family members) to sit together. Adding up such pairs or small groups of 2, 3, 4 or even more people and having an algorithm calculate a new seating plan can greatly enhance seating capacity. For an explanation of the concept from the theater and concert world, see: <https://adaptistration.com/2020/05/06/avoid-the-static-analysis-trap/>

6 | Strive towards integrating room configuration planning and marketing. Venues use a wide variety of means to calculate seating capacity and configurations. Increasingly, software tools are being used that have been specifically developed for this purpose, and increasingly, marketers are finding it a useful, effective means for engaging clients in discussions around event (layout) options. To facilitate this process, a number of event software leaders have or are developing modules to add to their standard offerings. An example is the new room diagramming tool developed by Ungerboeck. Ungerboeck New Product – Room Diagramming Tool.pdf



From left to right: static, suboptimal dynamic, and optimal dynamic: configurations showing how seating capacity in a fixed-seat venue can go from 15 to 22 to 30 percent occupancy. Images courtesy and copyright Drew McManus - Adaptistration LLC. Used by permission.

Evolving good practice related to framework section 3 on health and safety measures is outlined in the following seven sections. The first section deals with measures in general and the following six cover particular services and functions.

5.1 General

The following eight subsections outline a series of widely applicable health and safety controls. It is noted that many local and national governments, as well as various international organizations, are still developing requirements, standards and procedures and that checking for updates and changes to these requirements on a regular basis is hence important to assure operations conform to (evolving) regulations.

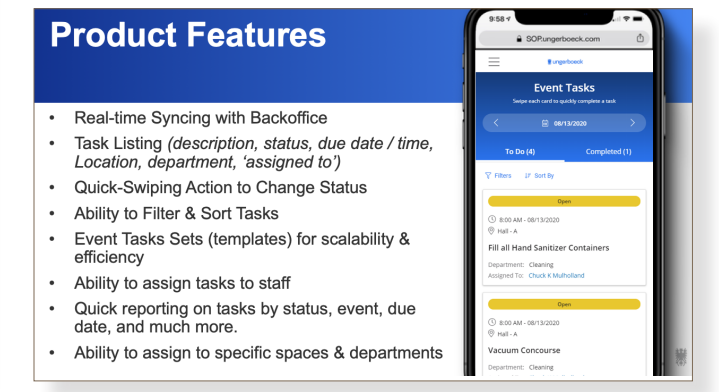
Among recently released general resources to help managers structure and initiate health safety measures are the German “RIFEL Event Safety and Security in the Context of COVID-19” guideline and the global “Event Safety Alliance Reopening Guide.”

To facilitate efficiency, data integration, compliance and cost-cutting, consider if any separate new software you recently acquired as a health safety ‘quick fix’ can be integrated with or replaced by new variants of existing platforms you are already using. Several surveys and anecdotal studies indicate that many companies of all kinds scrambled for and acquired a large diversity of new software packages in Q1-Q2 2020 to meet COVID-19 task requirements. This covered everything from tracking PPE supplies to counting seats to designing diagrams to touchless registration to counting the number of cleanings done in kitchens, hallways, offices, toilets, and elevators. Many firms are now revisiting this situation of ‘software mushmooing’ as larger software market leaders are expanding their offerings to meet the new demands, allowing for the possibility to manage everything ‘under one roof.’

As an example, as part of its Operations Suite, event software maker Ungerboeck has developed a new web-based application that allows staff to create and tailor their own checklist of actionable health safety ‘To Do’ items. In this manner, staff can check off, share, report, and help their facility’s auditing and compliance functions all at once, without having to do any data transfers, uploads or downloads across multiple tools or platforms. The Operations Suite and App Features are outlined below.



RIFEL Event Safety and Security in the context of COVID-19 V2.0.pdf
Event Safety Alliance Reopening Guide



5.1.1 Access Control and Health Screening

1 | Be prepared to apply flexibility in the access control and health screening process as good practice will evolve in time. Worldwide, the process of how and when to allow people to enter a venue or event from a health safety viewpoint is undergoing change. From asking questions to taking tests beforehand to using an App with a type of health passport to disinfection booths to temperature readings, the main parts of an entry screening process vary significantly. Whatever the process and the norm locally are now, change is likely as science, technology, requirements and regulations evolve. In this vein, also be careful about major capital expenditures.

2 | Organize access control as far forward as possible, starting with (pre-) registration. Registering visitors ahead of time means among other functions being able to properly:

- Gauge and confirm visitor numbers (for social distancing calculations);
- To incorporate particular groups in event, show or facility risk assessments;
- Being able to inform them ahead of time of special measures being taken or special circumstances;
- Being able to inform and advise them of special access routines if there are special requirements, like for people in wheelchairs;
- Being able to assign them specific timeslots for entry to optimize space (distancing) use; and
- Being able to send them tickets or badges ahead of time which they can print themselves and carry with them (avoiding another touchpoint at entry).

3 | Map the access control process and to the greatest extent possible and share this with customers beforehand, or if this is not possible, when they first arrive on-site. Instructions and guidance on what to expect, where to go and how to do things should start if possible beforehand via email, video (for instance posting short films on YouTube) and registration, or at least upon entry to the premises, preferably before walking to the entryway(s) or parking.

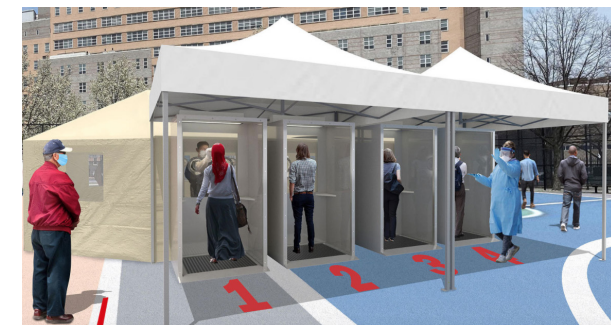
An example of such guidance is the slide-set made for the 30 April – 5 May 2020 Hunan Auto Show, the first major exhibition after the first COVID-19 outbreak and lockdown at the SNIEC Hunan.

PDF Hunan 2020 Auto show slide-set

4 | Consider setting up an entirely new temporary exterior or interior entranceway with modular booths to facilitate health screening outside or behind your regular entrance. This could include so-called ‘Clean Lane’ tunnels where people walk through a sanitizing mist, a program being piloted by SingEx in Singapore. Designers and architects in concert with health professionals are developing new temporary solutions for making a safe entry and performing a safe access control and health screening process. Among the companies making such designs in India, Israel, South Korea and the US are SITU Studio in New York and InterGlobal Exhibits Group in Denver, which show a number of such modular COVID-19 screening booth designs on their websites.

<https://situ.nyc/studio/projects/covid19-relief-efforts>

<https://www.igegroup.com/care/>



Images of exterior and interior screening booth designs, courtesy of SITU Studios and IGE Group.

5 | Consider providing query resolution staff or an “I can answer your question” capability as part of your first physical access control point. People will have questions. People will sometimes be confused. People will make mistakes like losing their ticket between parking their car and making it to the front door. People will deviate from all your beautiful plans to run a proper access process –“I need to go to the toilet right now!” – so have people ready who can help answer questions and assist people as needed.

6 | Consider a special access lane for the physically challenged. People in wheelchairs or on crutches or otherwise needing assistance or support may have difficulty entering a site, including entry gates (for example those with an entry card scanner). Similarly, blind people may require assistance. Account for these potential problems in your design and approach of access points, or direct people to an alternate access point.

7 | Consider the use of access time slots for specific facilities, venues, or areas to manage people flow into a particular facility, venue or area. This helps prevent over-crowding and people flow to be able to live up to social distancing requirements. Ensure that when using this method, there is a check on the right people entering in the right timeslot, and ensure they receive instructions, if needed, about the time they are expected to either move to another area, or exit the facility. Technology solution providers can now readily couple timeslot requirements to access control functions.

8 | Pursue use of touchless access control and related technology. Self-scanning via facial biometrics, or a physical or digital (phone-carried) entry ticket, pass or badge, is widely regarded as an effective health risk-reducing measure. At the same time, the health risk debate is causing fingerprint and palm print technology to lose ground, and the physical checking and printing and handing out of passes and badges to become (much) less desirable. Some industry observers even think COVID-19 may make them obsolete.



Ticket/pass scanning technology used at an entry point for the 2020 Hunan Auto Show. Image courtesy of SNIIEC Shanghai General Manager Michael Kruppe.

“Health risk reduction is prompting solution leaders in this area to collaborate closely with clients responding to both government requirements and community requests for safety assurance,” observes Jo-Anne Kelleway, CEO of the Info Salons Group (a Freeman Company). “Alongside the functionality of ‘contactless’ we now see ‘frictionless’ as the larger value to deliver. In this sense, we help venues with an access control process that is at once seamless and serves the business, and fully health-risk compliant.” She further points out that such technology is considered mature worldwide at this point – “we have done facial recognition for events attended by over 200,000 people” – and increasingly applied on different continents.



Image of Info Salons Group facial recognition technology deployed in the Middle East for attendees to pick up badges and gain event access.



GES Visit Touchpoint technology.

Ads GES Group Commercial Director Matt Coyne: “Increasingly, these solutions are also SaaS based, like our Visit Touchpoint software, and we are experiencing strong client interest due to COVID-19.” Using a fully integrated Web-progressive App with a unique QR code capture, such touch-free technology can now be readily, digitally deployed worldwide. A growing number of touch-free access solutions such as those of Info Salons Group, GES and other companies are also increasingly integrated with other functions that can minimize physical contact elsewhere in a venue (like for collecting documentation) and optimize timed area entry across an event, including build-up.

9 | Health screening at access points can consist of different steps, and these may see significant change in upcoming months. Basic elements of health screening as applied to visitors at the reopening of select venues in China and South Korea in May 2020 centered on a combination of:

- Asking advance questions in the registration process about their health status;
- Asking a ‘status check’ question at their access point about their health;
- Performing a thermal camera temperature check at their access point;
- Where available or being used, checking their national App health status (clearance).

Among changes that various industry observers foresee for health checks going into the future are:

- On-the-spot fast tests for the actual COVID-19 virus;
- On-the-spot fast tests for evidence you might have had COVID-19;

- Screening by verification: showing (proof) you have downloaded and are using a regionally or nationally approved COVID-19 infection tracking App;
- Screening by verification: some form of digital international health passport;
- Screening by verification, further out: some form of proof of vaccination.

While there are a variety of other screening options being developed, including the training and use of sniffer dogs to detect the presence of the virus, persons contacted for this guidance were not aware of other such options being considered for people screening at events.

10 | In considering temperature screening checks, first ensure all legal and compliance checks on its (proper) use have been performed. It is important in this regard to bear in mind that the use of this approach is subject to a significant amount of regulations, rules and restrictions in various countries. Of the two most widely used methods, thermal camera scans (hand held or on tripod/stand) and ear-thermometer reading with hand held device), the most issues have arisen around thermal camera use. This includes its use being banned in some nations due to privacy concerns (since a positive temperature reading results in the identification of a person as a possible health risk but does so in a public setting, identifying that individual for all to see).

11 | Consider who will have responsibility for operating the temperature check equipment, and who will be performing the checks. In many countries, only local or national health authorities are allowed to organize and operate temperature screening checks. In some countries, however, health and other central authorities allow facility owners or event organizers to have responsibility for organizing the operation, i.e. acquiring equipment and organizing a staging point where the tests can be performed, but then let local health officials perform the actual checks. In yet other countries, venue owners are allowed to organize and have their own staff perform checks. Ensure that in setting up any active health screening checks, your role and responsibilities are clear.

For general guidance on proper thermal camera, laser gun and ear thermometer screening procedures, see the following detailed guidance from some of the world’s leading manufacturers of thermal screening technology, FLIR Systems, Thermopro, Cole-Palmer and Citizen Systems Japan:

- https://flir.custhelp.com/app/answers/detail/a_id/3539/~/using-flir-for-elevated-skin-temperature-screening/session/
- <https://www.flir.com/globalassets/imported-assets/document/flir-c2-user-manual.pdf>
- <https://buythermopro.com/guides/ultimate-guide-of-using-infrared-thermometer-gun/>
- <https://pim-resources.coleparmer.com/instruction-manual/20250-05.pdf>
- https://www.citizen-systems.co.jp/english/support/download/electronic/healthcare/instruction/data_thermometer/ct830.pdf



Sample warning sign made by Lear Corporation and entry point thermal screening at the KINTEX in South Korea. Image courtesy Mr. Frank Yang.

12 | Be aware that in various countries, thermal camera temperature screening in particular is surrounded by various use issues. Aside from simply wanting to do things right and properly, those deploying thermal cameras, static or hand held, should be aware that a number of issues have been raised worldwide about their use since the start of the COVID-19 outbreak. Among the issues raising questions are:

- The quality standards of some cameras (and indeed, some manufacturers);
- The calibration of the camera software;
- The appropriate temperature setting;
- The appropriate aiming point (ongoing debate over optimal ‘aiming point’ between the forehead and point between the eyes; and whether or not for accuracy all people should take off any glasses they are wearing for the reading);
- The appropriate orientation of cameras in terms of lights, glass, and mirrors in the background that may produce faulty readings;
- The appropriate use of larger-area screening cameras deployed in larger areas like halls to cover a wide area versus screening one specific person.

Recognizing that these issues exist in various countries, and taking them into account, should help one to be prepared for queries from, and account for any concerns from, regulators, journalists, clients and other stakeholders.

13 | Use clear signage to advise people they are approaching a health screening check. This helps people mentally prepare and avoids surprises.

14 | Consider having a telephone hotline for clients, vendors or other stakeholders with questions about accessing your facility or event. This way you can help them properly prepare, and there are no surprises when they arrive.

15 | Consider Security a backbone to Safety, and ensure the security function is COVID-19 risk-resilient. One practical concern many security departments and security companies have faced is to check whether security staff are physically fit and willing, in light of virus concerns, to serve. Persons with certain known health challenges or particular health vulnerabilities who may have served security well in the past may not, for themselves or doctors or HR, be automatically fit and smart to do so in an increased COVID-19 risk environment. As concerns security and COVID-19:

- Instruct and equip security staff appropriately to perform their access control role. Security officers frequently perform a frontline function at access points. Ensure they can do their work safely and properly. On the one hand this means equipping them with the right materials, and on the other the right instructions. Many security companies are developing new good practice procedures in relation to COVID-19. The world's largest security firm, and one on the forefront of developing new COVID-19 guidance, is G4S. See the following document on "Personal Search Guidance COVID-19" developed by the firm for the Scottish Event Campus in Glasgow, Scotland on how to perform basic security search and screening functions safely.

SEC DRAFT - G4S Security Search Guidance - COVID -19 - Version - .pdf

- Have security check that new HSE health safety control measures do not create new security challenges, and work to mitigate any new vulnerabilities. One example is efforts to improve air circulation in buildings by keeping windows or doors open; another is the use of additional entrances (more than usual) to shorten lines of people waiting to enter, which in turn require better alarm monitoring and more entryway monitoring, respectively.

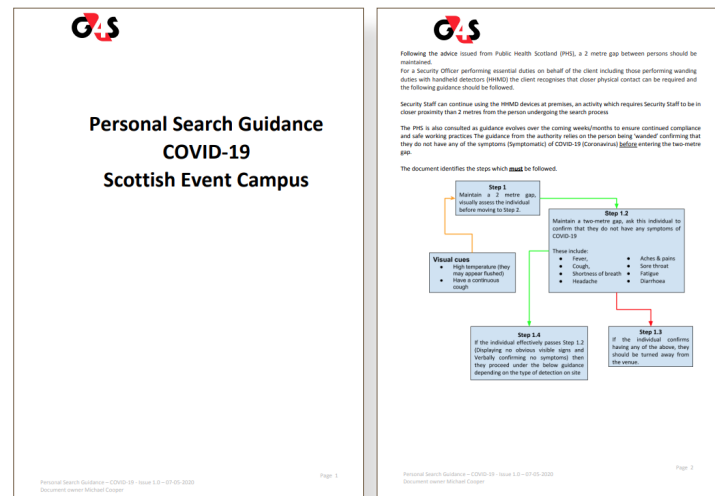
- Check on updated COVID-19 security-focused guidance. To assist security operations in helping control COVID-19 risk, a range of new guidance is coming out consisting of both entirely new and modified or upgraded materials in the form of policies, plans and procedures. Two key global resources are:

- COVID-19 Resources page of ASIS International.

<https://www.asisonline.org/publications--resources/security-topics/disease-outbreak-security-resources/>

- UK CPNI guidance on Protective Security Management Systems (PSeMS), including its "Pandemic Self-Assessment Checklist.

<https://www.cpni.gov.uk/protective-security-management-systems-psems>



16 | Consider adding to security Key Performance Indicators (KPI) to measure and track the security department's contribution and performance to COVID-19 control measures. A new resource made available by the US-based Executive Security Council (SEC) that outlines a series of possible KPI's is the 'Security Measures for COVID-19 Security response' list included in the SEC's 'Measuring Security Risk and Response to COVID-19' document. Find the list here: <https://www.securityexecutivecouncil.com/spotlight/?sid=32063>

5.1.2 Negative Health Screening Test Management

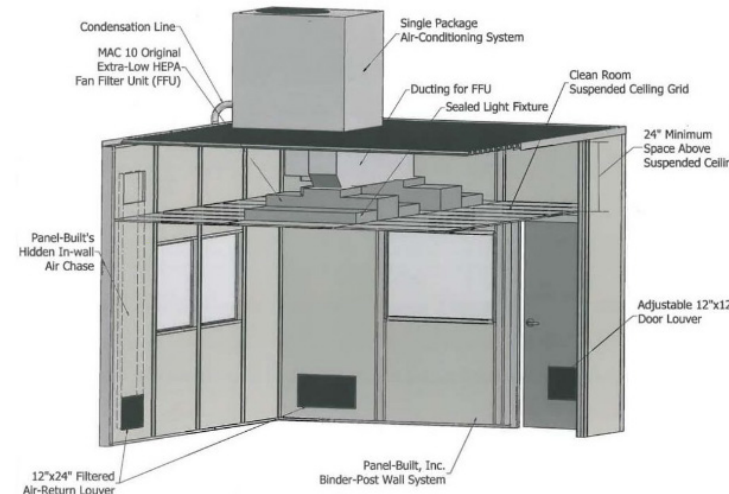
1 | Set up a quarantine or isolation room to assist persons who 'fail' an initial health screening test.

Having a relatively safe place to bring someone for further checking should greatly help reduce the possibility that this person, if COVID-19 positive, might infect others, or even scare others and inadvertently cause a disruption, in more open, public areas. For general guidance on the topic, see page 9, "Means to create a temporary quarantine area" in the AIPC and UFI "Good Practice Guide on Managing COVID-19 Challenges."

http://www.aipc.org/uploadFiles/1583929553_AIPC_UFI%20Good%20Practices%20Guide_CV19.pdf

An additional key resource from Australia specifically on the technical details of an isolation or quarantine room is Chapter 4, 'Isolation Rooms' in the International Health Facility Guidelines. Please see:

http://healthfacilityguidelines.com/ViewPDF/ViewIndexPDF/iHFG_part_d_isolation_rooms



For an example of the kinds of modular, professional-grade quarantine or isolation rooms that can be ordered as an 'instant interior build' containment solution, please see the website of Panel Built, Inc.:

https://www.panelbuilt.com/isolation-rooms/?gclid=EAlaIqobChMIsPaMvdeh6QIVFozlCh3UnQZvEAAYASAAEgLCeFD_Bwe

2 | Have a protocol how to properly, effectively and emphatically treat persons when they 'fail' an initial health screening test, whether visitors or staff and whether a ('positive') temperature reading or another form of test. This should include or cover:

(Note: these steps will of necessity differ depending on the country, and whether it is a local official doing the health screening, a facility staff member, or a contractor.)

- Whether or not a second test might be done before anything else;

- Asking that person to step aside and prepare to follow the screener to an isolation room;

- Informing that person as to what step will come next, also to ease any anxiety, and check if there is any family member, friend or colleague with that person who might want to wait for them (outside the isolation room);

- Performing a health check inside the isolation room (according to local health regulations, which may or may not involve several steps, like checking for temperature, checking for visible signs of illness, and checking heartrate);

- Depending on the findings, informing facility HSE staff and local authorities there is a person with suspected COVID-19 on-site in the isolation room, and activating the proper transportation procedure to follow (this may involve an ambulance pick-up);

- Capturing and as appropriate forwarding or preparing any tracking investigation relevant data points (if required, initiated tracking immediately to check whether anyone else nearby in line might be effected, or can be identified for later notice);

- Assisting the person from the isolation room to transport, as appropriate and as the situation or protocol calls for (on foot, in wheelchair, on gurney). When assisting the person from the isolation room to transport, it is critical that they follow a predetermined, predesignated route so they do not cross paths with others, or contaminate other areas;

- Informing any family member, friend or colleague with that person what is going on, and where the person at issue may be transported to for further screening and or treatment;

- Initiating isolation room cleaning procedure.

If a case involves an employee or contractor, it is recommended you maintain a record for HSE, HR, and potentially, other parties. This where it is not health authorities staffing your isolation room, or if health authorities will provide a copy of their own report. An example of a straightforward one-page 'Employees/Visitors Presenting Symptoms

at Work' form is that provided in the 2nd edition of the widely circulated Lear Corporation "Safe Work Playbook." The sheet is included in Appendix 3 of this guidance.

Among the most detailed readily accessible instructions on how to properly wear and use PPE in a medical environment such as an on-site (hopefully temporary) isolation room, see this guidance developed by the UK National Health Service:

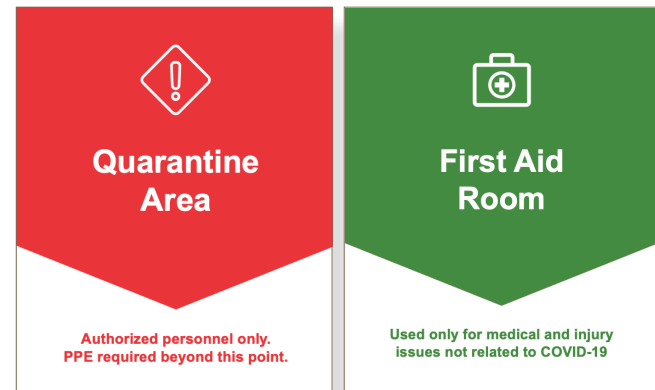
<https://www.gov.uk/government/publications/wuhan-novel-coronavirus-infection-prevention-and-control/covid-19-personal-protective-equipment-ppe>

Among the most detailed readily accessible instructions on how to clean and disinfect an area where a person with suspected or confirmed COVID-19 was present, see the US Centers for Disease Control and Prevention guidance "Cleaning and Disinfection for Community Facilities" and the Singapore NEA "Interim Guidelines for Environmental Cleaning and Disinfection of Premises with Transient Exposure to Confirmed Case(s) of the Novel Coronavirus (COVID-19)."

<https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html#Cleaning>

<https://www.nea.gov.sg/our-services/public-cleanliness/environmental-cleaning-guidelines/cleaning-and-disinfection/guidelines/guidelines-for-environmental-cleaning-and-disinfection>

3 | Use clear signage for an 'isolation' or 'quarantine' room to prevent accidental (potential contamination hazard) entry, and similarly mark any general regular access. Clear signage will avoid people making mistakes, which could include accidentally entering, and contaminating, an empty isolation room.



First Aid or medical room images courtesy Lear Corporation.

4 | The 15 July 2020 updated 4th version of the Enterprise Singapore (Singapore Business Federation) 'Guide on Business Continuity Planning for COVID-19' has newly revised screening workflow procedures of visitors and employees, with three variants:

- SOP 1 | Example of a workflow for visitors screening at the workplace
- SOP 2 | Example of a workflow for managing an unwell employee at workplace
- SOP 3 | Example of a workflow for managing employee unwell outside workplace

"The guidance has proven a popular, much-used resource in part because it is premised on the well-known global ISO 22301 standard for Business Continuity Management Systems, making much of the contents universally applicable," notes SingEx Manager of Operations Muhammad Yusri. The document can be downloaded at: <https://www.enterprisesg.gov.sg/-/media/esg/files/covid-19/guide-on-business-continuity-planning-for-covid.pdf>



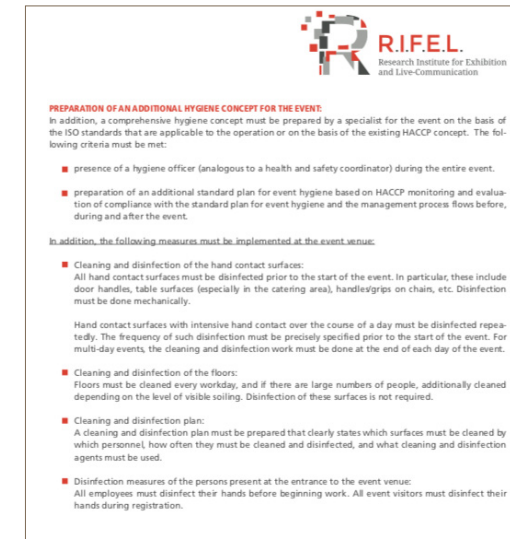
5.1.3 General Cleaning, Sanitation and Disinfection

1 | Consider consolidating general cleaning, sanitation and disinfection efforts in a single Hygiene Playbook, Hygiene Concept or Hygiene Plan. This can not only serve its core purpose for the venue or event, but it can be shown, shared and referred to as an iterative document that helps clients understand all you are doing – and builds trust – and offers regulators a singular focal point for assessing your health safety efforts. Observes Tarsus Mexico Operations Director Eduard Rodriguez: "a venue should publish its cleaning and disinfection plan with great detail, thus showcasing which particular places and activities are covered, and what materials the effort involves."

An example of a description of such a plan – useful for sharing with third parties to demonstrate the entire effort, and all the processes followed – is the document "KINTEX's [South Korea] Preventive Measures in Hosting a Trade Show Amid the COVID-19 Pandemic." See link:

[KINTEX's Preventive Measures Against COVID-19.pdf](#)

An example of a masterplan and a written outline for an Event Hygiene Concept contained in the German "RIFEL Event Safety and Security in the Context of COVID-19" guideline (see earlier link for the entire document).



Area	Frequency	Responsible	Notes
Hand Contact Surfaces	Every 2 hours	Facilities	Use 70% alcohol hand sanitizer
Floors	Every 4 hours	Facilities	Use floor cleaner
Restrooms	Every 1 hour	Facilities	Use disinfectant
High-touch areas	Every 1 hour	Facilities	Use disinfectant

The outline and the Step-by-Step Masterplan for holding safe events contained in the "RIFEL Event Safety and Security in the Context of COVID-19" guideline.

An example of a plan from another industry, this one from Wynn Resorts in Las Vegas developed in cooperation with several leading health professors, covers detailed guidance that includes hotel operations.

[57118495-Wlv-Health-Sanitation-Guidelines-Outline-04-18-20-v6.pdf](#)

2 | First focus on following national guidance for general cleaning, sanitation and disinfection guidance to ensure basic requirements and compliance objectives are met. While at the global level the United Nations through the WHO and other organizations play a lead role developing and setting standards, and at the local level many regional or city governments do the same, and many big name companies are issuing guidance, it is most often national government guidance that regulators want to see followed. Many governments' health authorities across the world now publish specific guidance on how to clean and disinfect facilities. But one example is the instruction and resource page "Cleaning and Disinfecting Your Facility" of the US Centers for Disease Control (CDC). Good practice in general terms dictates you use resources such as this to ensure you are aligned and compliant with national guidance.

<https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>

3 | Where feasible write out and make supporting graphics of all cleaning, sanitation and disinfection steps and instructions to facilitate learning by (new) staff, maintain awareness about procedures, and demonstrate you are working to standard. If need be use contractors to provide such cleaning protocol material. The importance to many regulators is the preciseness and detail of instructions, not the intent.

An example of the material used for general cleaning, sanitation and disinfection that demonstrates the exact 'How To' from the Scottish Events Campus (SEC) in Glasgow, Scotland can be found in Appendix 4. These slides include details on such particulars as cleaning lifts, wiping handrails, cleaning toilets, wall washing, shower cleaning, damp mopping general flooring, and cleaning windows and mirrors.



Example of the slides on detailed cleaning instructions used by the Scottish Event Campus in Glasgow.

4 | As a general rule, health safety experts stress it is important to focus cleaning efforts on ‘high touchpoint’ areas and areas where people are likely to come into close proximity, including toilets, narrow passageways, and lifts/elevators. This proximity encompasses both possible closeness between people, and proximity to wall, fixtures and surfaces on which people might leave virus spores, that other people then might inadvertently pick up. Among key ‘touch point areas’ and ‘touch points’ themselves outlined in the ‘COVID-19 Exposure Mitigation Protocols’ of the Simon Property Group, a Fortune 100 real estate investment trust with holdings throughout Asia, Europe and North America.

- High Touchpoint Areas** – Interior high touchpoints areas, including the following, will be disinfected frequently and upon indication of additional need, using EPA-approved sanitation chemicals and in accordance with CDC guidelines:
- Food court tables, chairs and counters
 - Restrooms
 - Seating Areas
 - Directories
 - Door Handles/Doorknobs
 - Elevator Buttons
 - Escalator Handrails
 - Stair Railings
 - Trash Bins
 - Guest Service Counters, Phones, POS terminals and Workstations
 - Other Touchpoints, as needed

- Touchpoints, including the following, will be disinfected frequently and upon indication of additional need:
- Transaction Registers/Computer Touchscreens/Keyboards
 - Shared Communications Equipment Including: Phones, Radios, etc.
 - Light Switches
 - Doorknobs/Door Handles
 - Copy Machines/Multi-Function Machines
 - Counters
 - Drawer Handles, Etc.

Example of the slides on detailed cleaning instructions used by the Scottish Event Campus in Glasgow.

For link to the protocols, see:
<http://470879536912c09ee57a-6dbb2f607afbae7d42fcbbec027394c3.r67.cf1.rackcdn.com/Simon-Property-COVID-19-Exposure-Mitigation-Protocols.final.pdf>

5 | Touchless hygiene technology use should be considered a priority, if not right now then for upgrade programs. One area to focus on is toilets/bathrooms. Among evolving good practice:

- Add or display instructions to flush the toilet with the lid closed. It is known that flushing toilets create plumes containing droplets and droplet residue when toilets are flushed with open lids. As well, this according to scientific Chinese research and Chinese authorities, the COVID-19 virus has been detected in stool samples. Hence the advice to flush the toilet with a closed lid.

- Consider (increasing) no-touch automation of:
 - Door opening/closing (both door to toilet area and to single toilet)
 - Toilet paper dispenser
 - Toilet tissue (for hand drying) dispenser
 - Toilet flusher
 - Toilet seat cleaner
 - Sink soap dispenser



Examples of touchless technology for toilets and bathrooms.

- Consider (increasing) visible toilet cleaning staff as customer satisfaction relies to great extent on expectations of cleanliness.
- Consider establishing a waiting area outside the toilet area in order to prevent too many people having to wait in a confined room, or in a bare open area.
- Consider remote occupancy indication near the toilet waiting area (as on aircraft) in order to inform users on toilet availability, stimulating users not to enter the toilet area when that area has reached its full capacity under local physical distancing rules.



6 | Evolving guidance indicates it is not advisable to use a jet air dryer or hand dryer (‘blower’ type projecting hot air) because it can disperse and speed the spread of the virus. While research is ongoing on the issue several preliminary research projects indicate that the use of hand air dryers such as commonly used in toilet / bathroom areas presents a possible health safety risk. For further information, see this Harvard University blog on the issue:
<https://www.health.harvard.edu/blog/the-bacterial-horror-of-the-hot-air-hand-dryer-2018051113823>

7 | Consider deploying bacteria and virus killing UV-C technology. While the number of producers worldwide is still quite limited and testing on exact equipment COVID-19 pathogen killing requirements and calibration is on ongoing process, a growing number of organizations is applying the technology against the virus. This includes UV-C (ultra violet light based) purifiers in ambulances, hospitals, operating theaters, dentist offices and on public transport. The Brussels Expo, first to study and high-light the technology as a breakthrough solution for a major event venue in April 2020, has designed its use to apply to meeting rooms, offices, toilets, backstage facilities and access corridors. Notes Brussels Expo CEO Denis Delforge: “We became a pioneer in the adoption of this technology following extensive health risk assessments which, among other findings, clearly indicated that UV-C targets all three main COVID-19 transmission modes, namely direct person-to-person contact, indirect contact through an object or surface, and airborne. We look at it as a health safety regime game-changer.” To view the full press release of the Brussels Expo announcing the adoption of UV-C technology, see Appendix 5.



April 2020 press release by the Brussels Expo on adopting UV-C technology.

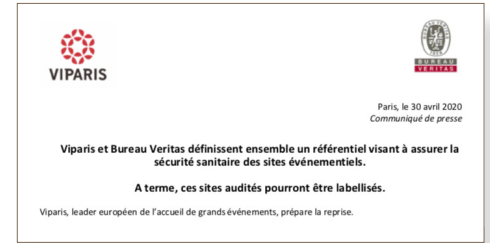
8 | Consider the use of newly developing sanitizer ‘mist’ technology. Muhammad Yusri, Manager Venue Security, Crime Prevention and Operations at SingEx in Singapore reports receiving much positive initial feedback to the deployment of a pilot ‘Clean Lane’ concept walk-through tunnel that is transparent in appearance. Deployed at the entrance, the technology allows adults to walk through a sanitizing mist containing a solution of 0.1% benzaconium chloride (BKC) which helps kill germs and viruses. People are advised to shield their eyes with an eye-shield when moving through, and to not wash or wipe off the mist and leave it on for at least 10 minutes after passing. The pilot program is supported by the government-funded Temasek Foundation, and closely monitored by a team of healthcare professionals.



The Clean Lane walk-through tunnel at Singex Singapore.

A variation of the walk-through tunnel technology being piloted in select airports is the CleanTech cabin, built for individuals to enter for a 40-second sanitizer spray ‘douche.’

9 | Consider partnering with a trusted, internationally renowned partner to validate, test or certify your cleaning, sanitation and disinfection regime. Not only will the process of working with such a quality process and quality control institute, agency or company very likely yield a tighter, better cleaning and health and safety regime in general, but it offers added assurance to clients, regulators and other stakeholders, because of involvement of a reputed third party, that an organization has prepared and executes its health safety regime well. An example of a venue that has done this is Viparis in Paris, France, which works closely with renowned quality control organization Veritas.



The press announcement of Viparis announcing its Health risk program engagement with Veritas.

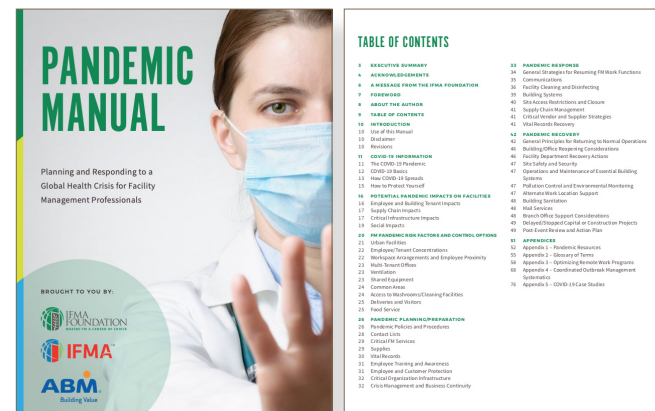
10 | Consider other ways of minimizing the need for contact in general. From going cashless so no more cash money is needed or used inside a venue, to asking people who park in your parking garage to leave their outdoor coats in their car so the cloak room does not have to be visited, there are many possible ways to limit the need for physical contact or handover transactions.

11 | Consider use of the highly detailed COVID-19 facility management control measures material in the ‘Pandemic Manual’ of the International Facility Management Association (IFMA). The 101-page manual contains an array of data from and for facility managers, most of it directly applicable to AIPC, ICCA and UFI member venues. Prepared and edited by Dr. Steven Goldman of MIT in Boston, USA, the document includes details on various services and functions not covered in many other (building) guidance manuals, for instance on mail services, pollution control, and delayed construction projects.

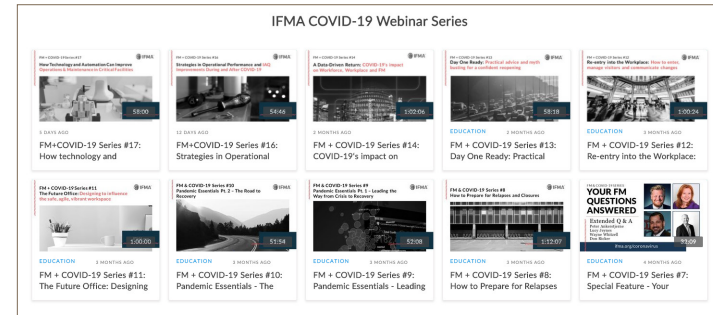
“The response we received to the release of the manual both from our 25,000 members and from industry at large was tremendous,” observer IFMA President and COO Don Gillpin. “The manual had its origins back in 2006 when we were looking at SARS, and all that early pandemic work gave us an enormous head start in updating and preparing materials for COVID-19. What we’re seeing is that Facility Management has come to play a pivotal, central role across industries – from congress centres to hospitals to offices to factories to places of worship – in managing efforts to keep the workforce safe.”

Diane Levine, Executive Director of the IFMA Foundation (which oversaw production of the Pandemic Manual), adds that “when it comes to facilities and COVID-19, new norms and standards are now developing that will guide industry for years to come. Outside of frameworks and measures, we are also seeing that change build in looking from our vantage point as the accrediting body for degree programs. Interest in Facility Management at all levels of education is clearly growing across the board, whether it is Associate, Bachelor or Masters degrees, and whether the department is engineering, architecture, construction management or other.” The manual can be accessed via this link:

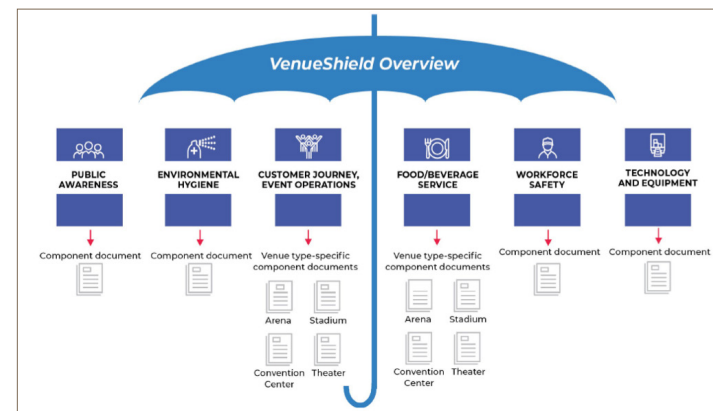
<https://foundation.ifma.org/wp-content/uploads/2020/05/IFMA-Foundation-Pandemic-Manual-FINAL.pdf>



IFMA, which operates a Rapid Response Taskforce to meet ongoing member challenges, has also developed a return-to-work framework to assist facility managers, and augments information around newly developing good practices with a series of regular webinars. The webinars can be accessed and attended free of cost (after registration) at: <https://www.gotostage.com/channel/ifma-webinars>



12 | ASM Global, the world’s largest venue management and services company with a portfolio of over 300 arena’s, stadiums, convention, exhibition and performing arts venues worldwide, has recently made its proprietary COVID-19 Venueshield health safety solution set commercially available. Used by such renowned venues as the Scottish Event Campus (SEC) in Glasgow, Venueshield encompasses a suite of highly detailed plans and procedures used throughout the firm’s many facilities “with much acclaim and high effect,” notes SEC Operations Director Mark Laidlaw. “Venueshield is a powerful tool to rapidly realize the kind of health safety framework needed to ensure that facilities are clean and certified at the highest standards for the safety and health of co-workers, clients and guests, and its great depth and scope mean not only effectiveness and assurance, but also that it forms a one-stop-shop for meeting compliance objectives.” The firm can be contacted via: <https://asmglobal.com/>

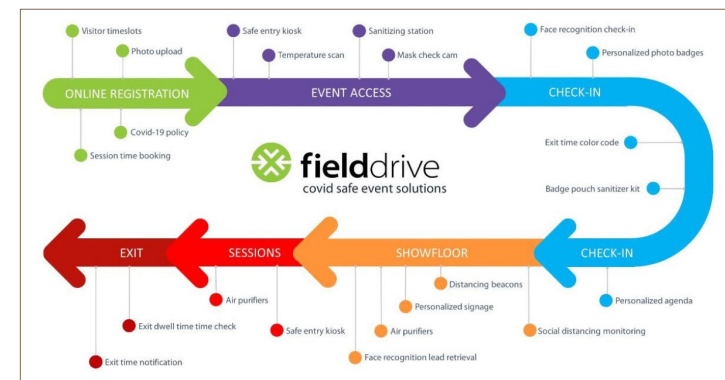


13 | Another firm offering an even more all-inclusive approach towards meeting G3 framework objectives is Belgium-based Fielddrive, which aside from policies, protocols and procedures offers the required turnkey equipment, technology and services for an end-to-end solution. States Fielddrive Vice President for Sales and Business Development Pascal Lagadec: “Leveraging our extensive experiencing in serving clients from Europe to the US to the Middle East, Africa and Asia with our 11 physical warehouses around the world, we have worked to develop a COVID-19 health safety solution we see as unique in its comprehensiveness. Building on our strengths as an on-site event tech company known especially for its facial recognition and event check-in capabilities, we have extended this frictionless automation aspect to make the entire event flow as smooth as possible. At its core, using our relationships with data and registration platforms, it is the aggregation of technologies that allows us to cover the entire event process.” The concept was first developed and field-tested for the re-opening of IKEA and other retail stores in Belgium, generating a lot of learnings and new insights. Observes Lagadec: “from managing GDPR privacy issues to accounting for local regulations on numbers and distancing, we now have a set of COVID-safe solutions offering clients seamless end-to-end service.”

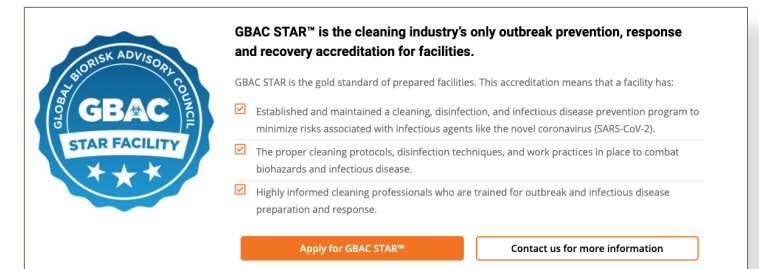
Information on the Fielddrive solution can be found on the firm’s website and in the following PDF:

[fielddrive - Overview of Covid safe event solutions.pdf](#)

A short video on the test case use of the concept at the re-opening of IKEA in Belgium can be found at: <https://vimeo.com/417189041>



14 | Consider the value of adopting an internationally recognized cleaning standard and certification for cleaning quality (improvement), compliance, and marketing purposes. One such certification is that of a daughter company of the global International Cleaning Industry Association ISSA, the Global Biorisk Advisory Council (GBAC). A growing number of ISSA members (over 9,300 companies and other organizations total) are adopting the trade-marked GBAC ‘STAR Facility Accreditation’ program, including congress and event venues in Canada, the United States, Italy and Mexico. For details, see: <https://gbac.issa.com/issa-gbac-star-facility-accreditation/>



15 | Consider developing your own cleaning standard in collaboration with a certification agency, as Viparis has done in collaboration with the Bureau Veritas to establish its ‘SAFE-V’ health safety guidelines. Since March 2020, Viparis has worked closely with renowned Bureau Veritas to develop guidelines for use in all of its 10 locations. The ‘Organiser guidelines: COVID-19 safety measures’ are contained in a 52-page slidedeck made available by Viparis for the G3 and can be accessed via this link: [COVID 19 - GUIDE ORGANISATEUR ENGLISH VERSION 20-08.pdf](#)



5.1.4 Sanitizing and Hand Washing Stations

1 | Establish plentiful, easy to find sanitizing and hand washing stations throughout your venue, particularly at entry and exit points to buildings and halls, in central meeting areas, and near toilet/bathroom areas. Using banners, flags, poles and the like, the visibility of a station can be readily increased. At and separate from your stations, use signage, posters, stickers and screens to help maintain visitor awareness that such stations are about, and what the proper techniques are for washing your hands. As you place stations, remember to discontinue use of drinking fountains and/or provide no-touch water bottle filling stations

2 | Strive towards no-touch technology use like soap and sanitizer dispenser pumps that can be activated without the need to push a button, pull a lever or lift a bottle. Ensure a good supply so your stations do not run out of materials, and many venues consider it good form to if not at all stations, then at least at multiple stations also provide other basic hygiene materials than just hand sanitizer, such as gloves or tissues.



3 | Consider staffing your hand sanitizer stations at entry points so staff can encourage people to use hand sanitizer upon entry, and in effect facilitate and monitor that everyone does this, and enters the facility with clean hands.



5.1.5 Enabling No-Contact Policy

Promote and facilitate a no-personal contact regime. Core elements should include:

- Instructions for people to not touch other people in general;
- Avoid shaking hands;
- Helping staff and visitors manage opening doors and passing others in hallways and on staircases without touching by allowing only one person to enter/exit at a time;
- Creating visual signs for physical distancing;
- Providing plentiful (nearby) hand sanitizers to clean after any contact;
- Adding foot pulls and forearm pulls to doors to allow for easy, hand-free door openings will help to avoid touching door handles surfaces.

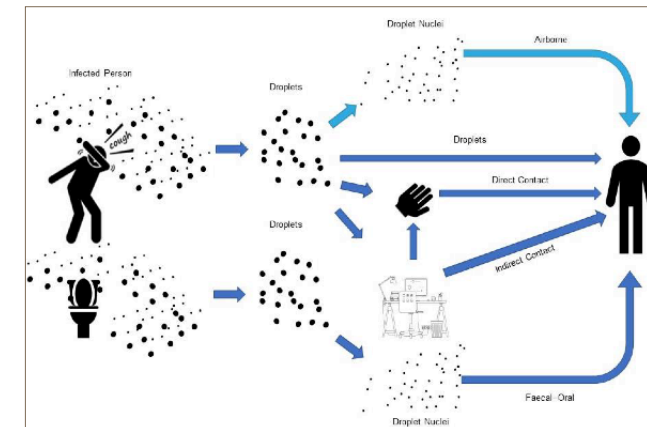
5.1.6 Air Ventilation and Filtration

1 | Be aware that good practice on the air or aerosol health risks of COVID-19 is still evolving. COVID-19 is thought to spread mainly through close contact from person-to-person through respiratory droplets, and there is still ongoing scientific debate about the extent to which the virus remains in the air and spreads via that route. As transmission via the air can certainly not be excluded yet, good practice is still being developed to address the issue. The following recommendations have been drawn up by the Federation of European Heating, Ventilation and Air Conditioning Associations:

- Secure ventilation of spaces with outdoor air.
- Switch ventilation to nominal speed at least 2 hours before the building usage time and switch to lower speed 2 hours after the building usage time.
- At nights and weekends, do not switch ventilation off, but keep systems running at lower speed.
- Ensure regular airing using windows (even in mechanically ventilated buildings).
- Keep toilet ventilation in operation 24/7.
- Avoid open windows in toilets to assure the right direction of ventilation.
- Instruct users to flush toilets with closed lid.
- Switch air handling units with recirculation to 100% outdoor air.

- Inspect heat recovery equipment to be sure that leakages are under control.
- Switch fan coils either off or operate so that fans are continuously on.
- Do not change heating, cooling and possible humidification settings/set-points.
- Replace central outdoor air and extract air filters as usually, according to maintenance schedule.
- Regular filter replacement and maintenance works shall be performed with common protective measures including respiratory protection.

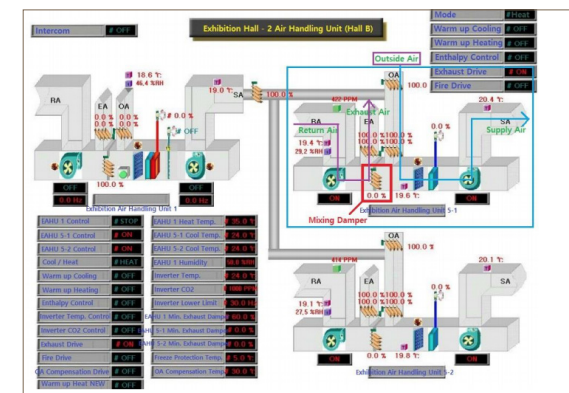
For further specialized detailed insight on heating, ventilation and cooling, see the “How to operate and use building services in order to prevent the spread of COVID-19 in work places” guidance of the Federation of European Heating, Ventilation and Air Condition Associations (REHVA).



REHVA guidance schematic.

https://www.rehva.eu/fileadmin/user_upload/REHVA_COVID-19_guidance_document_ver2_20200403_1.pdf

2 | In general terms, consider increasing ventilation. HVAC systems principally recirculate air, while most evolving guidance points to the need to either expel or dilute air (and draw in fresh air), and or to better filter air. Some venues including KINTEX in South Korea have switched to maximizing the inflow of fresh air by setting air conditioning to the maximum setting, and blocking all returning air into exhibition halls.



Explanation of air flow and air conditioning functions for COVID-19 risk control at KINTEX in South Korea.

3 | Consider UV-C technology for installation in air conditioners. New devices that purify air through sterilization have been approved in several countries' for market use in early 2020, and the COVID-19 outbreak has sparked high interest for such devices in the office sector.

4 | Consider use of so-called plant ionizer or forest air technology to help clean the air of harmful particles (allergens, molds, germs) and reduce the infectivity and transmission of virus droplets.



Sign for plant ionizer technology deployed at SingEx Singapore.

5.1.7 Waste Disposal

Waste disposal has become a challenge in the COVID-19 context. HSE staff should be directly involved in the review and deployment and selection of waste bins, and the routine or regime to be used for collecting that waste.

Design a safe waste collection and disposal process that features:

- Closed waste bins (lid on top);
- Ample opportunity for people to dispose of personal waste, meaning many (more) waste bins, and being able to use them in a safe non-touch manner, e.g. with a foot pedal or a wall-mounted knob that can be pushed with the elbow;
- Having at least some special toxic waste bins available for potentially toxic / health hazard waste, for instance at nursing station and in isolation room;
- Performing waste disposal tasks with appropriate PPE by HSE-trained staff;
- Preparing for a larger than usual volume of waste;
- Increasing the frequency of waste pick-up.

5.1.8 Facilitating Exhibitor Cleaning Operations

1 | Support exhibitors with proper signage and hand sanitizer stations at the entrances, exits, and at central points in exhibit halls whenever possible. Much visitor awareness is likely to be created outside the venue, with reinforcement inside. As for hand sanitizers themselves, if outside parties bring this to the venue, most current guidance calls for the use of sanitizers that contain more than 60% ethanol or 70% isopropanol to be effective in killing the virus.

2 | See whether health safety guidance can be provided to visitors, staff and other attendees well before the exhibit via email, Apps, and links to Internet ‘what to expect’ and ‘what you can do to protect yourself’ videos. This helps prevent surprises, helps prepare attendees for what they will experience, and offers them added early opportunity to absorb safety guidance.

3 | Seek to clarify at an early stage and where necessary stipulate in contracts who will be responsible for providing which HSE materials, and what the cleaning regime around exhibitions will be. This counts for build-up, exhibition and break-down. Exhibitors are likely to bring, or be asked to bring, their own PPE, but might (also) make assumptions or have other expectations. Similarly, expectations on both sides about who will clean what, how often, should be clear. Will a venue staffer wipe all ‘3x3’ booth flat surfaces once an hour? Or will a booth occupant do that him- or herself every 30 minutes? Discuss and resolve and determine such details. Ensuring venue-wide health safety regimes are properly extended to encompass exhibition areas and engaging all involved about these issues at an early stage offers clarity and prevents later problems.

4 | Discourage/encourage exhibitors:

- To generally avoid having any food, sweets, or food product sampling for visitors available;
- To have a hand sanitizer available for own and visitor use;
- To have (or provide them) a to-standard lid-topped waste basket;
- To only offer up handouts and giveaways that are appropriately, separately packaged. An example of this from the Hunan 2020 Auto Show was the giveaway coffee mugs for visitors, all individually wrapped in special plastic.

5 | Consider use of touchless technology solutions that have built-in sanitary and physical distancing advantages. Such technology can be adopted or adapted in a variety of ways and levels from booth to exhibition to venue. A growing number of industry-leading companies have already upgraded or are still further developing contactless technology platforms specifically for use in and around exhibition booths, among the better known ones being Konduko, GES, and Info Salons Group (a Freeman Company).



Example of a new contactless event technology platform by Swiss-based trade show and events solutions company Konduko.

5.2 Communications

1 | Consider the need to reinforce your Communications Team in the run-up to a reopening as the volume of all forms of internal and external communication may prove larger than first anticipated. You will have a lot of messaging to do, including around promoting behavioral change, safety risk, new rules, and new initiatives on the part of your organization. In addition, there will likely be (very) strong interest in your reopening effort, with many questions and requests for contact, more information, interviews and meetings to follow from among others:

- Clients
- Prospective clients
- Partners
- Media
- Trade media
- Local authorities
- National authorities
- Other regulators
- Special interest groups
- Internal audience groups, e.g. unions, retirees, trainees

Make a plan based on a communication messaging and stakeholder analysis to support your reopening and prepare to meet a likely near-term temporary surge in communications requirements.

2 | Ensure you have an internal communications capability that can reach everyone fast, preferably in real-time.

Apps, Whatsapp and other capabilities enable organizers and venues to establish and operate (relatively) reliable, basic, free or affordable platform to distribute messages internally, fast. From relaying a change in a COVID-19 regulation to an alert message about a suspect case on-site, rapid internal communications can represent a high value.



Image from ‘A Blueprint for Businesses’ on lessons learned reopening, made to share with other businesses by US grocery store chain Kroger.

See: “Sharing what we’ve learned; a blueprint for businesses,” Kroger.

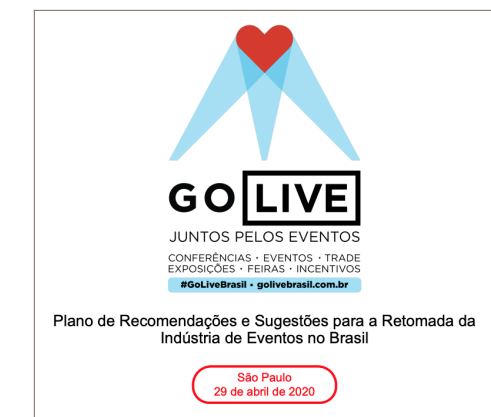
<https://www.thekrogerco.com/wp-content/uploads/2020/04/Krogers-Blueprint-for-Businesses.pdf>

3 | Within venues, consider use of the ‘Safe Distancing Ambassadors’ concept developed by SingEx in Singapore featuring specially trained staff who help enhance visitors’ awareness. Well-dressed, polite, well-instructed and well-equipped, such ‘Ambassadors’ can play a positive, proactive safety-regime supporting role by engaging attendees in a friendly, open manner.

4 | Ensure your Communications Team either has someone capable of discussing and explaining HSE matters, or prepare a person on your HSE team to do so. It is likely you will have to communicate to third parties in some kind of open or formal setting (at some point) about all you are doing. Think local government regulator meetings, trade group meetings about HSE preparations, Chamber of Commerce meetings, media interviews and the like. Top management can do that on the main points, but you will likely want to have a specialist available for presenting the particulars, preferably one who is an effective, capable communicator.

5 | Use other initiatives in your communications strategy to bolster your case and position. Partner companies, other venues, trade groups: there are many initiatives with which you can align or which you can reference to improve or support your own position. “We are working together around health safety to ...” and “Following the advice of ...” and “Making certain we are using the guidance of ...” type of messaging can emphasize your use of authoritative, credible and quality plans, thinking, and partners.

An example of this kind of document useful to refer to is the guidance put out by GoLive Brasil in April 2020 detailing considerations, conditions and ideas for reopening business.



The cover of the GoLive Brasil guidance.

For the English-language version abstract of the guidance, please see:

[Protocolo Sugerido para Retomada da Industria de Eventos \(Abstract\).pdf \(1\).pdf](#)

6 | Consider communications across all areas and platforms to bolster your safe reopening messaging.

Communications options in the industry continue to expand and are increasingly personalized as the development and availability of Apps, cross-platform integration and full-cycle ‘customer care’ approaches (‘marketing – sales – registration – experience – post-event feedback – follow up’) continue to expand. Ensure you are not missing opportunities in platforms like these to get your message out, and reinforce it.

7 | Communicate the fact that you are applying a special cleaning regime prior to opening. Whether by a press statement or articles or website videos, consider emphasizing the message, and demonstrating this with images and video, that you are properly prepared to address health and safety risks. Especially, if your venue has been recently used as a Temporary Emergency Facility.

The Centro Citibanamex in Mexico City for instance stressed in a communicate that it did a special, thorough deep clean effort after its use as a “COVID-19 Temporary Unit.” In its press release, it specifically pointed out that it had done this in close cooperation with authorities of Mexico City and the Faculty of Medicine of the National University of Mexico (UNAM).



Article featuring how the Helsinki Messukeskus Helsinki Expo and Convention Centre is preparing to resume operations.

Safely to events – this is how Messukeskus Helsinki prepares for the start-up of coming events

Messukeskus Helsinki, Expo and Convention Centre works for the safety of events proactively and assertively.

[READ MORE >](#)

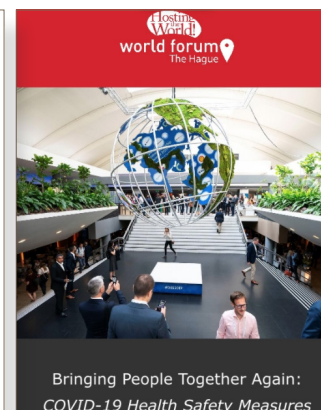
See Appendix 6 for the full Helsinki Messukeskus press statement text.

8 | Carefully consider marketing as part of your communications. US-based Stagwell operates a group of premier global brand marketing, digital, research and communications agencies that have been helping businesses cope with the COVID-19 crisis from the start. Observes Stagwell’s Vice Chair Ray Day: “we know consumers won’t be the same as they were before COVID-19. That’s why it is so important for businesses to think about how they will take consumers on a new journey with them.” This could start with messaging

around reopening, in which ‘we are safe and prepared’ is important, but there may also be opportunity to send other messages and support broader new re-launch marketing efforts. One part of this could be messages on how you have supported your community and clients and partners while you were closed, whether this involved serving as an emergency facility or making donations.

9 | Incorporate client reach-out communications and their findings in your marketing strategy. Explains Angeline Van den Broecke, Director of Global Business Development and marketing of the Kuala Lumpur Convention Centre in Malaysia: “Through ongoing engagement, we communicated to clients our willingness to design new product offerings to accommodate virtual event planning and delivery, based on their wants and needs in creating events, and to help them to conceptualize what can be delivered for their events by the centre.” Such newly devised events can then be communicated to other clients and key stakeholders as part of your overall marketing strategy.

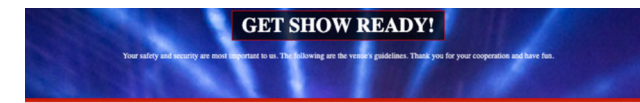
10 | For marketing and compliance purposes, consider composing your own COVID-19 health safety booklet outlining all your efforts in detail, and making this widely available and accessible to (prospective) clients. “Client contacts now often need to report internally on health risks, whether it’s to their health safety expert or to their Chief Legal Officer, Chief Risk Officer, Chief Compliance Officer or Safety & Security Manager,” observes RAI Amsterdam Managing Consultant Safety & Security Rik Hoogendoorn. “So having a substantive, thorough, professional outlay of your event venue’s preparations and activities in this area has a real high pay-off value, and I think that as compliance rules tighten worldwide over time, it will become important for all event venues to have something like this. RAI Amsterdam, like the World Forum in The Hague, has put its detailed 29-page COVID-19 safety and security program online. It can be viewed at: https://www.rai.nl/-/media/websites/rai/coronavirus/2020_06_04_rai_protocol_generiek_organisatoren_en.ashx?la=en



11 | To help prime an event attendee’s mindset to support not just the health safety function but also safety and security in general, have a go-to webpage with basic safety and security instructions in case the client or organizer does not. With all the emphasis on COVID-19, basic pointers for event attendees on other issues like general safety and security can get lost. To address this problem, and to address the problem that not all companies whose employees will attend an event at your venue (or organizers) will have an instruction page ready on how their people should behave at your venue, a growing number of event industry organizations have developed a simple “this is the rules” or “how to be show ready” page for attendees. These are ‘main point’ pages meant for quick reading and easy comprehension.

An example of such a page is that of concert promotion company Live Nation which combines basic safety and security pointers and can be found at:

<https://www.livenation.com/venueguidelines/>



5.3 Crisis Management

1 | Properly prepare for potential health safety incidents, emergencies, and crises. Whether termed incidents, emergencies or crises, things may at some go wrong despite best efforts to have preparations, meetings, events, shows, congresses and the like proceed smoothly. Incident and crisis management preparedness was always a good practice, but may become more essential to have because of COVID-19 risks on the one hand, and requirements becoming more stringent on the other. To properly prepare, consider:

- Setting up a Health Incident Response Team.
- Optimizing your crisis management risk scenarios, plans and procedures for dealing with COVID-19 related incidents and crises.
- Discussing and reviewing your risk scenarios with trusted stakeholders.
- Practicing COVID-19 scenarios with your crisis management team. Preferably, in time, involve other stakeholders in trainings and exercises, particularly First Responders.

For good practice reference materials on crisis management, see Chapter 3 ‘Good Practice: Crisis Management’ in ‘AIPC and UFI Good Guidance on Covid-19 Challenges’ and the ICCA white paper “Crisis Management: Operational Guidelines for Association Executives.”

http://www.aipc.org/uploadFiles/1583929553_AIPC_UFI%20Good%20Practices%20Guide_CV19.pdf

<https://www.iccaworld.org/knowledge/benefit.cfm?benefitid=5205>

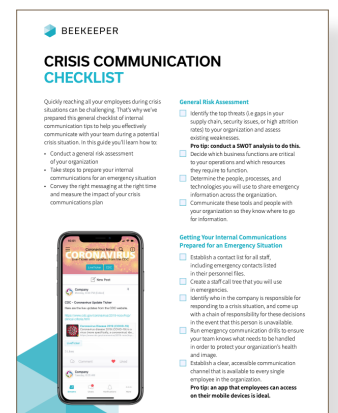
2 | As part of your incident and crisis preparations, consider your capability to perform or assist with basic tracking of infected persons. While centres and event managers are not in the business of law enforcement and health investigations, they are generally able to facilitate such work thanks to the technologies deployed at their venue and their HSE, security, IT and other departments, policies, plans and procedures. Whether it is the scanned ticket or the security camera or the wristband that can help track a person’s (past) movements, even if only in general terms, having thought through how a centre can help enable a health safety or infection investigation is useful.

3 | If possible, conduct exercises with first responders and emergency services to better prepare for potential COVID-19 emergency scenarios in real life. What if people fall ill, someone threatens to spread the virus at an event, people on social media falsely accuse your centre of being woefully unprepared and not having enough PPE on hand? Can you respond quickly and appropriately, and prevent a small risk from having a big impact? Testing and exercising crisis plans and scenarios is important in any case, but now your facility may face new risks specifically tied to COVID-19. Inventory these, talk through the scenarios, practice the scenarios, and where possible, work together with authorities to train your response.

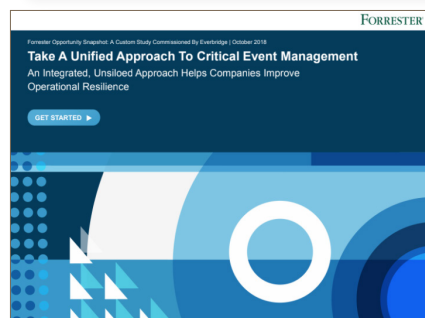
4 | As a potential risk factor, continue to monitor the availability of key supplies or vendors so as to ensure that events are not compromised due to the unforeseen bankruptcy or insolvency of critical suppliers. Congress, exhibition and event locations on several continents report having had problems in recent months with key vendors going out of business, including in the areas of Production, Medical, Lighting, Rigging, Scaffolding, Transport and Security. Continue to monitor your supply line to ensure all important support services remain available.

5 | Consider use of the straightforward, easy-to-use free new checklist made by Swiss people management software company Beekeeper to improve internal and external crisis management communication. The checklist is generic in that it is not a sales tool for the firm but rather indicates how, where when and why various Apps might be useful in improving crisis communication performance.

https://www.ahla.com/sites/default/files/en_crisis_communication_guide_and_checklist_0.pdf



6 | Consider whether you can improve your ability to manage crises using free or low-cost crisis management software provided by your parent or sister organization, or by other peer or partner companies. As the likelihood of future crises at various levels is likely to remain at its new, higher level for a prolonged period of time, being able to cope with crises has taken on new value. As part of that, companies across the board including in the events, entertainment, hospitality and travel branches at large are making increased use of special software designed for crisis management use. Increasingly, contracts with parent companies now allow daughter companies to use the same software at much lower cost or even free. While this can have clear commercial advantages for these software makers, it can have clear cost-saving and operational advantages for the client firms as well, particularly in the case of software tools that facilitate IT and reporting functions during a crisis, and software tools specifically developed to help manage COVID-19 safety crises. A number of companies offer free insight reports, tutorials and white papers on how their tooling can assist you, including Forrester and global crisis management software market leader Everbridge.



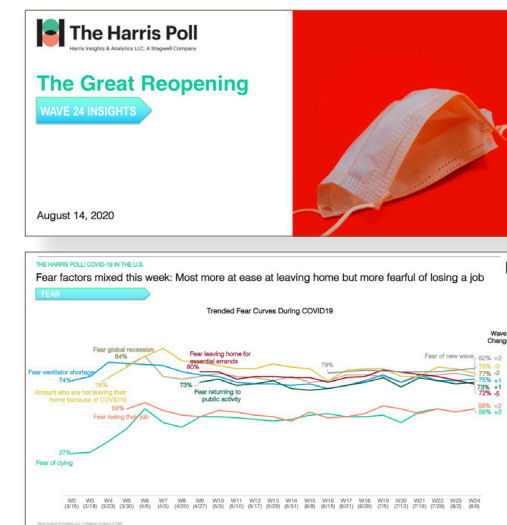
7 | Consider the use of risk list templates being made available by select crisis and risk management consultancies to conduct a walk-through risk assessment of and for your organization. While generic in nature, such risk lists can offer fresh, well-researched input and insight on risks you may not have considered to date, and can add to existing knowledge about likely impacts. One such resource is the '40 Potential Organizational Crisis Risks Related to COVID-19' made available to the G3 for this publication by Boardroom@Crisis BV. Developed over April-August 2020, the list was compiled from over 120 data sources focuses on risks that have seen a significant shift for an event organization's facilities, people, processes, assets, and or image. V1.0 Overview List B@C 40 Risks.pdf

Risk Category	Risk Type	Description of Risk/Manifestation	Potential Impacts
Human/Intentional	1. Security Risk	1. Cyber/Social Media Attack on Reputation	AD, FL, RL, RS
	2. Security Risk	2. Cyberattack to Shut Down Systems	HC, OD, FL, RL, RS
	3. Security Risk	3. Cyberattack to Steal Information	OD, FL, RL, LC
	4. Security Risk	4. Cyberattack to Manipulate Data	HC, OD, FL, RL, RS
	5. Security Risk	5. Cyberattack to Extort	HC, OD, FL, RL, LC
	6. Security Risk	6. COVID-19 Related Fraud	FL, RL, LC, RS
	7. Security Risk	7. (Bio) Terrorism	HC, OD, FL, RL, LC
	8. Security Risk	8. Protest	HC, OD, FL, RL, LC
	9. Security Risk	9. Strike	OD, FL, RL, LC
	10. Security Risk	10. HSE Related Integrity Breach	FL, RL, LC, RS
	11. Security Risk	11. Theft of Key HSE/PPE Equipment/Supplies	OD, FL, RS
	12. Security Risk	12. Refusal to Vaccinate (also HR Risk)	HC, OD, FL, RL, RS
	13. Security Risk	13. Making Threats (incl. Contaminants, Sabotage)	HC, OD, FL, LC
	14. Security Risk	14. Workplace Violence	HC, OD, FL, RL, LC
	15. Security Risk	15. Deliberately Infecting Personnel	HC, OD, FL, RL, LC, RS
	16. Security Risk	16. Intentional Health Compliance Breach	OD, RL, LC, RS
	17. Security Risk	17. Corruption: HSE License Bribe Demand	OD, FL, RL, RS
Human/Unintentional	18. HSE Risk	18. Infecting Personnel	HC, OD, FL, RL, RS
	19. HSE Risk	19. Emergency PPE / HSE Systems Use	HC, OD, FL, RS
	20. HSE Risk	20. HSE Regulation/Compliance Violation	HC, RL, RS
	21. HR Risk	21. Mental Fatigue/Breakdown (incl. CMT)	OD, FL, RL, RS
	22. HR Risk	22. Loss of Key Personnel (Firing/Job Switch)	OD, FL
	23. HR Risk	23. Inability of Effective Learning / Instructions	OD, FL, RS
	24. Business Risk	24. Unprepared to Manage HSE Emergency	HC, OD, FL, RL, LC, RS
	25. Business Risk	25. Unprepared for Supply Chain Disruption	OD, FL
	26. Business Risk	26. Unprepared to Perform Required Audits	FL, RL, LC, RS
	27. Business Risk	27. Unprepared to Perform Due Diligence	FL, RL, LC, RS
Technical Failure	28. Business Risk	28. Unprepared for Forced Facility Repurposing	OD, FL, RL, LC, RS
	29. Business Risk	29. Unprepared for Vaccine Distribution Issue	OD, FL, RS
	30. Business Risk	30. Cultural Barriers to Effective Virus Control	OD, FL, RS
	31. Systems Risk	31. IT Systems Failure (incl. impact on WPI)	OD, FL, RL, LC, RS
	32. Systems Risk	32. Power/BMS/Ventilation Failure	OD, FL, RS
	33. Systems Risk	33. Water Supply Failure	OD, FL
	34. Systems Risk	34. PPE / HSE Systems Failure	HC, OD, LC, RS
	35. Systems Risk	35. Delayed Maintenance Failure	HC, OD, FL, RL, LC, RS
Nature	36. Business Risk	36. Disease Outbreak - Inter-Continental	HC, OD, FL
	37. Business Risk	37. Disease Outbreak - Regional	HC, OD, FL
	38. Business Risk	38. Disease Outbreak - National	HC, OD, FL
	39. Business Risk	39. Disease Outbreak - Local	HC, OD, FL, RL, LC, RS
	40. HSE Risk	40. Disease Outbreak - Organization	HC, OD, FL, RL, LC, RS

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7 | As part of your general crisis management preparedness, place special emphasis on monitoring the well-being of your people and key partners' staff to prevent personnel crises due to stress and strain, stress. Your workforce is your most important asset. No people, no events business. Anxiety about the ongoing pandemic and all of its myriad effects from exhaustion to depression has run at increased levels in an unprecedented number of countries for a sustained period of time. This is having its effect on events industry staff as much as any other sectors, and working on keeping personnel engaged and having a basic sense of purpose, progress, security, and hope remains important. Other than information derived directly from staff, outside sentiment meters can also help gauge the issue – and challenge – level.

Among resources used by some managers to track personnel welfare are national and regional level polls related to mental wellbeing. Examples of the types of national and industry polls many general, healthcare, and national statistical agency polling organizations release that offer insight on larger workforce mental wellbeing trends are those put out by Ipsos in France, Team CVoter in India, the Mental Health Foundation in the UK, Morneau Shepell in Canada, and The Kaiser Family Foundation and The Harris Poll in the United States. Companies in several industries now commonly use these as input for management decisions on HR programs and policies, and such data can be important in pre-empting internal staffing crises.



5.4 Food and Beverage and Banqueting Services

1 | Food and beverage and banqueting premises and services should be subject to a detailed cleaning/disinfection, food preparation/handling, food storage, and waste management procedure(s). Good practice should extend to staff protection (PPE availability) and to surrounding areas such as, for instance, toilets food and beverage and banqueting staff use; refrigeration rooms; storage closets; trolley staging rooms; hallways; and kitchen and food preparation areas. Guidance from SingEx in Singapore dictates that common areas should be disinfected in their entirety at least twice a day, and that proper attention should be paid to air ventilation in all food and beverage preparation areas.

For guidance on safe food and beverage and banqueting (handling) procedures, see the following resources:

- “COVID-19 and food safety: guidance for food business,” World Health Organization (WHO) guidance for food preparation, display and staff hygiene: WHO-2019-nCoV-Food_Safety-2020.1-eng (1).pdf
- “Best Practices for Retail Food Stores, Restaurants, and Food Pick-Up/Delivery Services During the COVID-19 Pandemic,” US Food and Drug Administration (FDA), general resources page. This includes more detailed guidance, in 8 languages, on the following four general areas:

- Managing Employee Health (Including Contracted Workers)
- Personal Hygiene for Employees
- Managing Operations in a Foodservice Establishment or Retail Food Store
- Managing Food Pick-Up and Delivery

https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-up-delivery-services-during-covid-19?utm_campaign=Retail_COVIDretail_04092020&utm_medium=email&utm_source=Eloqua

2 | For the longer-term, consider acquiring COVID-19 ‘cleaning-friendly’ food and banquet area/serving furniture and fixtures designed to withstand intensive sanitizing, as well as furniture and fixtures made with anti-microbial coatings. The latter is already being incorporated in everything from certain model tables and chairs to flooring and wall paint, and is also increasingly available for fixtures like faucets.

3 | For detailed instructions on kitchen, utensil, pots and pans, dish, food preparation tools and food storage cleaning, see the related pages in the 91-page hospitality guidance document released by Ecolab, one of the world's leading cleaning product companies:

https://p.widencdn.net/ayxzsm/Ecolab-Guidance-for-Resuming-Operations---Hospitality_55765-0400-0420



5.5 Transportation and Logistics

1 | Facilitate your partners who perform delivery, transportation and logistics functions as much as possible. As in other sectors there is much new guidance being developed around transport, and ground and vehicular transport in general. As a general rule, a significant number of services are now functioning at a slower pace, and with lower capacity (especially transportation services) due to physical distancing and health safety requirements. For guidance on safe package, truck, van and cargo movement operations, and or safe driving, e.g. to and from or around centre loading docks or warehouse areas, see the following resources:

“COVID-19 Guidance for the Package Delivery Workforce”, US Occupational Safety and Health Administration (OSHA): <https://www.osha.gov/Publications/OSHA3998.pdf>

COVID-19 Guidance for the Package Delivery Workforce

OSHA is committed to protecting the health and safety of America's workers and workplaces during these unprecedented times. The agency will be issuing a series of industry-specific alerts designed to keep workers safe.

If you are in the package delivery industry, the following tips can help reduce the risk of exposure to the coronavirus:

- Encourage workers to stay home if they are sick.
- Establish flexible work hours (e.g., staggered shifts) where feasible.
- Practice sensible social distancing and maintain six feet between co-workers where possible.
- Minimize interaction between drivers and customers by leaving deliveries at loading docks, doorsteps, or other locations that do not require person-to-person exposures.
- Encourage respiratory etiquette, including covering coughs and sneezes.
- Promote personal hygiene. If workers do not have access to soap and water for handwashing, provide alcohol-based hand rubs containing at least 60 percent alcohol. Provide tissues, as well as disinfectants and disposable towels workers can use to clean work surfaces, including vehicle interiors.
- Allow workers to wear masks over their nose and mouth to prevent them from spreading the virus.
- Discourage workers from using other workers' tools and equipment.
- Use Environmental Protection Agency-approved cleaning chemicals from List N or that have label claims against the coronavirus.
- Encourage workers to report any safety and health concerns.

Example of Information from US Government OSHA Flyer “COVID-19 Guidance for the Package Delivery Workforce.”

“Guidance on Health and Safety for Drivers and Truck Drivers during COVID-19” of Ontario, Canada Workplace Safety and Prevention Services:

<https://www.wsp.ca/WSPS/media/Site/Resources/Downloads/covid-19-drivers-health-and-safety-guidance.pdf?ext=.pdf>

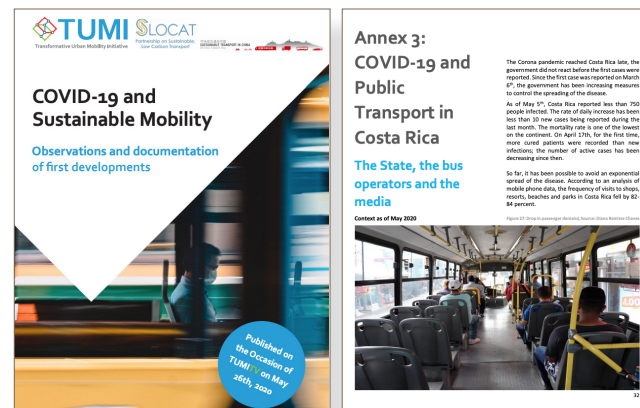
“COVID-19 Best Practices for Motor Carriers,” British Columbia, Canada Trucking Association:

https://www.bctrucking.com/sites/default/files/bcta_covid-19_best_practices.pdf

“Cargo Truck Crew Prevention of Pandemic Influenza” resource page of the US Centers for Disease Control (CDC) (this resource offers guidance in English and in Spanish):

<https://www.cdc.gov/flu/pandemic-resources/archived/cargo-trucking.html>

2 | While written for a specific purpose (to promote sustainable mobility) from a specific perspective, the joint TUMI – SLOCAT – Sustainable Transport in China study ‘Covid-19 and Sustainable Mobility – Observations and documentation of first developments’ outlines a range of measures undertaken by bus, taxi, and other transport services to mitigate risks. Of interest, the study also offers insight on timelines of government intervention in public transit services: when, with what thresholds in mind, they amended or curtailed service. This includes insightful data from a series of case studies focused on Tunisia, Brazil, Peru, Costa Rica and Liberia. The study can be accessed at: https://www.transformative-mobility.org/assets/publications/2020_05_TUMI_COVID-19-and-Sustainable-Mobility.pdf



Updated Canadian local government (Alberta Province) information of use for event and convention centre taxi, limo, ridesharing and commuter drivers can be found at:

<https://open.alberta.ca/dataset/0baee684-64f7-4d0a-bce6-001555394f12/resource/6a98d2ae-b95d-4cb9-842a-7708e7b789bb/download/covid-19-relaunch-guidance-taxis-limos-rideshares-2020-0629.pdf>

Updated US CDC national government information of use for event and convention centre bus, van and limo drivers can be found at:

<https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/bus-transit-operator.html>

A related CDC information PDF specifically for truck drivers can be found at:

<https://www.cdc.gov/coronavirus/2019-ncov/downloads/community/long-haul-truck-drivers-COVID-19.pdf>

British authorities have repeatedly updated a number of their public transportation health safety recommendations in recent months, notably for bus, taxi, shared vehicle and ferry passengers. Most related information can be accessed via:

<https://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers>

Insight on new concepts for event and convention centre bus, van and limo cleaning and hygiene, including the use of UV technology for bus cleaning in China and the use of self-cleaning fabric being developed in France, can be found at:

<https://www.youtube.com/watch?v=KDGvDYrHg8E>

<https://www.euronews.com/2020/06/09/french-company-develops-self-cleaning-fabric-that-could-kill-coronavirus>



5.6 Third Party Suppliers

1 | Facilitate key third party companies and organizations with their health safety programs as much as possible.

Check that your suppliers be they audiovisual, software, media or any other kind of firm also have some form of health safety program; if their program can be aligned with yours; and where you can help them perform well at your venue. Among areas where you can offer assistance:

- Health screening their staff when they enter;
- Involving their staff in all safety briefings;
- Sharing, if or where appropriate, PPE supplies;
- Accommodating planning requests as best as possible;
- Integrating or connecting people and project worktime planning software;
- Sharing and providing them with latest knowledge health safety insight;
- Assisting with safe loading and unloading operations, as appropriate.

2 | Leading global news source on compliance, ethics and auditing Corporate Compliance Insights features an article on its website by technology research and advisory firm ISG director David England outlining a strategic approach towards improved management of an organization's relationship with Third Party Suppliers in the COVID-19 era. The article can be accessed at:

<https://www.corporatecomplianceinsights.com/covid-19-third-party-risk-management/>

Information on a new model for adapting Third Party Supplier monitoring in the context of COVID-19 developed by consultancy International Advisory, Products and Systems (i-APS) can be accessed at:

<http://www.i-aps.com/pdf/Guidelines-for-Adapting-Third-Party-Monitoring-in-The-Context-Of-The-Covid-19-Outbreak.pdf>

5.7 Hotels

1 | Good practice general resources on COVID-19 health safety procedures and protocols for hotels include the following:

- Guidance from American Hotel and Lodging Association (AHLA) in the form of the booklet ‘SafeStay – Enhanced Industry-Wide Hotel Cleaning Guidelines in response to COVID-19.’ Please see:

https://www.ahla.com/sites/default/files/safestayguidelinesv3_081420_0.pdf



• The health safety frameworks and control measures outlined on the webpages of leading hotel chains across the world ranging from Accor, Radisson, Antanan, 1Hotels, Okura, Hilton and Wyndham to Anantara. Most high-end chains have developed their own framework and standard, many in collaboration with leading health, pandemic research and cleaning technology firms and institutes. Most of these frameworks and their underlying measures cover hoteling operations as well as event meeting facilities and increasingly feature sophisticated infographics. Notes Nona Reuter, graphic designer for UNICEF publications in New York: “People will remember the image over a bullet list of text. As public information transfer around COVID-19 increasingly moves from just conveying the necessary to including optional messages (like ‘we’re in control’ or ‘we’re keeping you safe in comfort’), good infographics gain in value. We see it with hotels but it’s true across industries, especially where marketing plays a role. Good graphics allows for faster understanding, and makes the message stick.”

An example of such an updated, infographic-based health safety information page is that produced by Accor Hotels,

allowing webpage visitors to drill down on specific measures for each step of the ‘Guest Journey.’



- Sweden-based Safe Hotels, which rates hotels by the quality of their safety and security operations, has introduced as one of its new self-accreditation offerings a checklist that hotels can use to check on their COVID-19 control measures. The checklist can be used via its website, to be found at:

<https://safehotels.com/>

Separately, key points of the checklist can be provided in the following document (provided separately by Safe Hotels to the AIPC, ICCA and UFI):

[CovidClean Key Point Checklist.xlsx](#)

- Ecolab, one of the world’s leading hygiene, infection and healthy water solution companies, has released a highly detailed 91-page ‘Ecolab Guidance for Resuming Operations’ document focused on the hospitality industry covering hotels in addition to front of house and back of house foodservice as well as laundry operations. Please see:

https://p.widencdn.net/ayxzm/Ecolab-Guidance-for-Resuming-Operations---Hospitality_55765-0400-0420



- Specific to hotel pool health safety, a main-points recommendation sheet with practical COVID-19 health safety tips for the pool environment has been developed by the Asian American Hotel Owners Association. It can be found at:

https://www.aahoa.com/docs/default-source/default-document-library/aahoadownload_hotelpoolconsiderations_final.pdf?sfvrsn=4c593c9f_2&_cldee=cnlhbkBhYWhvYS5jb20%3d&recipidid=contact-d92423988589ea118104000d3a03faaf-6c68194355f24dc7894f46e43ed9a41b&esid=0bd5fcd8-949b-ea11-8102-00d3a01cfd3

- ### 2 | Consider using an independent hotel COVID-19 health safety certification regime such as those run by Safe Hotels, SGS and Cristal International. ICCA-recognized and Sweden-headquartered Safe Hotels in particular notes “a very strong increase in our three-tiered certification program,” according to Vice President Andy Williams. He points out that “both individual hotels and major hotel chains are increasingly eager to demonstrate they are taking internationally recognized measures to maintain a safe visitor environment, and not just what local authorities may prescribe.” The three levels of certification involve a self-assessment, a remotely performed ‘e-check,’ or a physical visit by Safe Hotels inspectors.

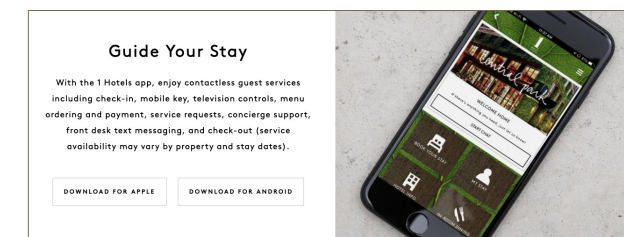
For details please see: <https://safehotels.com>

or the separate document: [CovidClean Guidelines.pdf](#)



- ### 3 | Consider extending your hotel health safety framework service beyond the norm down to the level of remote medical support. One of the global hotel companies doing so is the Accor Group, which in cooperation with AXA insurance now offers free access to medical teleconsultations for guests in its more than 5,000 hotels.

- ### 4 | Consider the possibilities being devised and put into use by the hotel sector when it comes to using Apps on a guest’s private phone to turn it into a remote key and remote control to negate the need for a guest to use hotels key and touch various room service buttons and controls. Numerous specialized software companies are coming up with all manner of touchless and remote hospitality solutions, including Guestline, IntraEdge, Vouch, Beachy and Nuvola. The hotel chain 1Hotels for instance now provides an App whose functions allow guests contactless check-in, a mobile key, TV control, menu ordering, concierge support and check-out.



- ### 5 | Useful in case of a forced hotel shutdown due to a quarantine or deep clean order from authorities is guidance drawn up by consultancy Petra Risk Solutions. While this guide’s focus is on re-opening for business, temporary setbacks may result in hotels having to temporarily shut down again for quarantine or so-called ‘deep clean’ purposes. A good resource for insights on this contingency is the ‘General Closed Hotel Operations Recommendations’ brief developed by California-based Petra Risk Solutions, backed by industry association AHLA. The company is specialized in hospitality risk consulting and developed the guidance with input from an extensive range of hospitality organizations.

<https://www.petrarisksolutions.com/Forms/Files/PETRA%20General%20Closed%20Hotel%20Operations%20Recommendations%20AHLA.pdf>



- ### 6 | Consider technology developed for ‘unmanned’ or ‘no staff at all’ hotels. The concept of an ‘unmanned hotel’ with no staff on site present and all services provided on the basis of remote and self-service was pioneered by Chinese tech giant Alibaba group in late 2018. Since the launch of the original FlyZoo Hotel in Hangzhou a second hotel has been added. Interest in the features has increased sharply since the start of the COVID-19 pandemic, according to several news and industry sources, and all the tools and processes that enable remote assistance and cut down physical contact in particular. An introductory overview video clip of the original hotel and its concept is available at:
- <https://www.youtube.com/watch?v=kLwCG-5sOkY>

- ### 7 | Consider monitoring regular hotel association webinars on COVID-19-related global, continental, and per-country hotel industry trends. STR is a consulting firm owned by the commercial property CoStar Group and is specialized in hotels. It supports the American Hotels and Lodging Association (AHLA) and partners with international hotel sector update webinars. This includes regional trends from around the world as well as a focus on specific countries and clusters of countries.

Details can be found at: <https://str.com/data-insights-blog/coronavirus-hotel-industry-data-news>



7 GOOD PRACTICE: Encouraging and Enforcing Measures

7.1 Displaying Measures and Cleaning Regimes

1 | Display health safety procedures in printed text and in graphic form, as appropriate, as much as possible for all to see, absorb and learn from. Signage boards, walls, doors, toilet mirrors, electronic boards, bulletin boards, handouts, flyers: all important to use to reinforce basic messaging about cleanliness, personal behavior, personal responsibility, rules of conduct and the like. The guidance offered is preferably short, clear, and visually supported by bold graphics to help convey messages fast and effectively. This is particularly important in environments with large numbers of foreign visitors.



Examples of good practice graphics from the Lear Corporation 'Safe Work Playbook' and a US government poster set.

2 | Consider use of automatic warning displays that can detect transgressions automatically, for instance people not wearing facemasks when they should. A new interactive warning tool that can be deployed in indoor areas where a facemask should be worn is the 'Rosa' from the company Robotic Assistance Devices (RAD). Using its camera and software to detect if someone is wearing a mask (or not), it can display a message like "Please Wear Your Mask" or combine this with an audible message using a small loudspeaker.



7.2 Legal Framework Defining Duties and Responsibilities

Codify the duties and responsibilities of different stakeholders and their role or function in your COVID-19 health and safety plan as much as possible, providing clarity on who is responsible for performing which duty and in which part of which process. Engage and be as comprehensive as possible in including all of your key stakeholders so as to make clear what is expected of whom in performing their duties, and draw this up in a framework format. Have your legal department or law firm help draw up and approve the framework.

7.3 Communication with Local Authorities

1 | Maintain a close relationship with local authorities and conduct regular meetings to inform them of your activities, demonstrate requirement compliance, and learn about any new issues. As part of such regular interaction, it can be important to set up a regular information pipeline to regulators to ensure they get proper, timely insight to track your performance, and help notice and address any issues. An example of such a collaborative good practice construct is the "Daily Record on the Status of Preventive Measures Against COVID-19" that staff record on a daily basis at the KINTEX in South Korea, and the findings of which are shared with health officials. See Appendix 7 to view the sheet.



Regular staff meeting between government health officials and staff of the KINTEX in South Korea.

Make sure that as part of this effort towards regular liaison with health authorities, you establish how and when they wish to be informed of any COVID-19 incident reporting, such as when a staff member or attendee becomes ill or is tested positive for the virus.

2 | Ensure, in concert with local government, there is no miscommunication about plans, concepts or ideas based on terminology. A growing number of prominent industry organizations are pursuing different initiatives to help the sector restart. In using them, referring to them, adopting them, following them, or engaging them or parts of these initiatives, plans or programs, ensure that the terminology you use and adopt is understood by, and accepted by, the government officials and agencies you seek to cooperate with. One prominent new effort in the field of guidance is the "All Secure Standard" of principles developed jointly by industry firms Reed, Clarion and Informa, released in May 2020. The document contains a number of 'post COVID-19 outbreak terms' such as Crowd Density Standard, Staggered Admission, and Venue Deep Cleaning. There terms may well become lasting standards, but ensure, as all manner of new terminology is still under development, you are from the start aligned with government, and that everyone is clear what is being discussed and reported. For the full text of the new 'All Secure Standard' guideline, see Appendix 8.

3 | Ask local government to assist with reinforcing (correct) communications about your centre, notably about your compliance with HSE regulations. This to prevent any misreporting of facts, any rumors from emerging, and to facilitate regular operations. A lack of information, a dispute about information, or vagueness on the part of regulators can prove impactful just at a moment you are trying to get back in business, and are working hard to meet all the requirements placed on your organization. Having local government support your own information output about health and safety preparedness, and validate it, can prove important.

4 | Consider extending close communication with local authorities into close collaboration around win-win communicative projects fostering both the local/national events sector and government and community health safety. TA good example is the 'Guidelines for MICE Event Organizers for Infectious Disease Control' drawn up by the Osaka Convention & Tourism Bureau (OCTB) in close cooperation with industry partners (and several other government parties). First released 3 June 2020 and updated 28 August 2020, the guidance not only offers clarity for all parties concerned around regional business event requirements, but also reflects and extends the collaborative stance



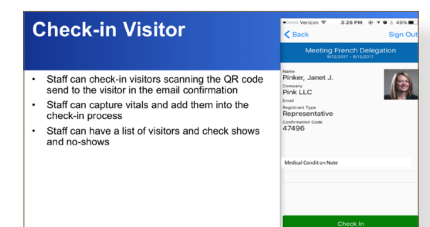
of all stakeholders concerns. The document – a main points overview - can be downloaded (in English and Japanese) from the following site:

<https://mice.osaka-info.jp/en/page/mice-guideline>

5 | Consider the usefulness of having an own visitor tracking capability that can be used fast, independently and autonomously for clients when a suspected COVID-19 infection case is reported. Good practice is to do so in consultation with local authorities. This service could be offered as a premium tracking service for clients who might wish to have this capability above and beyond what they themselves or local authorities might use. While government authorities are usually the ones to operate and have legal sanction over a COVID-19 tracking investigation, in many countries there is no law prohibiting people from organizing their own platform on a fully voluntary basis (to meet privacy concerns), or in the context of a company. Because an accurate, well-functioning tracking capability can help significantly in speeding up an investigation, not to mention render it more accurate and hence effective, many companies in many countries are now exploring and increasingly applying tracking technologies on their corporate premises.

As a result of the wider interest, the types and availability of tracking services is increasing markedly, including via the use of Apps, barcodes, RFID chips, BlueTooth, mobile beacons and Near Field Communication technology, and offerings for services such as those by Fielddrive and Ungerboeck are increasingly customized. Fielddrive for instance offers 'Attendee Tracking Services' that include:

- Full attendee tracking
- Workshop scanning
- Booths scanning
- Wearable m-beacons
- Dedicated event WiFi networks



7.4 Medical Service Points

1 | Establish multiple medical service points where staff and visitors can receive medical attention.

This may involve rendering assistance, advice, performing a health screening test, or, in the future, performing COVID-19 test. Staff such service stations with properly trained and qualified personnel, and make them well-visible so they are easy to find. Where appropriate, place adjacent to hand sanitizer stations, or also offer hand sanitizer. Make the number of such service points dependent on emerging requirements, i.e. number of halls, number of expected visitors, distances between stations, and likely points of high usage, such as near main entrance areas or centrally in large venue connector halls.

2 | Use your medical service point as an education and health safety awareness stand as well. Displaying signs, offering additional information and displaying personal good practice health safety materials enhance the value of your medical service points as conveyors of information in addition to providing direct medical assistance.



Example of a health education/instruction poster that could be displayed at a medical service station.

7.5 Training on COVID-19 Prevention

1 | If not already present, initiate a HSE health safety training program that spells out who should be trained in what, including that which contractors or other third parties should be trained in when it comes to use of disinfection materials, general cleaning, and garbage or emergency material disposal. Consider among others regular staff training, HSE or 'disinfection team' training, and coordinator or manager training, including simply in all new procedures, as applicable.

2 | Track and monitor and verify who has received what training. If it can be certified, seek certification and or other proof of attendance and completion. Prospective clients and regulators may ask for proof of training having been followed.

3 | Consider which online training programs staff could follow. A growing number of COVID-19 risk programs are taught online, from how to perform certain types of cleaning to how to supervise the effort. Study available offerings, check for quality, experience and competence, and consider whether they might prove a valuable option for your team, or part of your team like new hires or temporary workers. Van der Valk Care and Van der Valk Vitaal, part of the international Van der Valk hotel and business meeting facility chain, used lockdown period physical and online training to help HR find and place new hires and uncover talent among existing staff. Talent recruitment for instance came to include experience with online learning and teaching, and questions in online training programs helped identify what talents staff sitting at home could apply in other areas while COVID-19 was limiting their regular work.

4 | Seek to incorporate 'lessons learned' into your staff training program as soon as possible. In a feedback loop, ideally, lessons learned on the work floor that point at the need for improvement are featured in any follow-on training for staff so mistakes can be avoided and new good practice can be instilled. See if you can appoint someone to be in charge of such feedback learning into new or the next training.

7.6 Manage On-Site Concerns and Questions

1 | Augment your standard pre-COVID-19 ability to receive customer feedback and receive and answer queries with expertise access, whether such queries are made by telephone, email/website, social media, on paper (mail or suggestion box) or in person at a desk or on the venue floor. Your staff and managers who answer questions are no experts in many areas that COVID-19 related

questions are apt to be about; hence there is a need to on the one hand instruct and equip them to answer "Frequently Asked Questions," and on the other to have HSE expertise on call. Make an expert like your HSE leader or if a different person your health and safety framework implementation leader available to answer questions. If he/she is not available or does not know the answer, consider if your Information Desk can refer the question answer and their question to health authorities, so at the very least your customer is assisted in finding the right answer source, if not always the answer itself right away.

2 | Push basic knowledge towards 'questions answer points.' It is likely you will receive more questions early on after reopening, as everyone is trying to establish what the 'new normal' is and seeks to find his or her way around rules, regulations, and new physical realities. In this vain, seek to ensure members of your team that will interface with customers (the majority) are provided regular updates on basic changes in your operations and procedures. "Help your staff prepare to answer questions politely and with patience, and keep reinforcing basic points with clarity and regularity," notes The Hague World Forum Safety and Security Manager Merle Sijpenhof. "People are being overwhelmed with new information and new inputs, and I mean our staff and customers both. So it is important to keep your staff centered and aware that people from the outside, upon reopening, will have to adjust to a new way of how things work. Far more than the usual number of questions will be one result, and as the process of adjustment will take time, it's likely that 'more questions' will be the norm for quite a while. Be aware of that, and prepare for that."

3 | Think capacity demand. Particularly when it comes to telephone and email requests, the restart of particular operations and events, kinds of events, and larger scale events will likely trigger more questions than usual in advance for those events. Similarly, right before and during the event, there may be more questions from people in the venue itself, so consider having more "May I Help You" button-wearing staff about so that Information Desks do not get overwhelmed – which may cause more internal queues and physical distancing problems.

4 | Think 'question distribution.' One way to reduce overall 'question and answer' pressure build-ups is to make the ability to ask questions directly of specific (sub) event specialists easier, for instance via "Ask the Organizer" buttons inside particular event Apps. Of course there will always be a pool of questions that are generic, situational and venue oriented, but if instead of "Do you have gloves

at your sanitary stations?" the question is "Will you have wipes for me to clean my chair in Hall 4 at the Business Circle meeting?" then it will be easier if the question can be directed at the Hall 4 event organizers.

5 | Ensure you discuss the details on how to deal with difficult, non-compliant visitors so as to render frontline safety, security and other staff more effective in coping with challenges. Based on anecdotal evidence gathered over July-August 2020, security staff in different industries in various European, Asian and North American countries report their leading two 'visitor challenges' around re-opening are people not keeping an appropriate distance and not wearing their mask when it is mandatory. Information from among others industry association ASIS International and the global US State Department-led Overseas Security Advisory Council (OSAC) indicates that part of the reason why some incidents (can) become difficult or escalate is that many safety and security staff forced to deal with potentially recalcitrant visitors do not receive enough detailed guidance on approaches, procedures, and options. Emerging considerations include:

- Always seek to first have a client representative, manager or organizer (rather than own staff / security) pose any question of a visitor about non-compliance. This means having such persons available both at the event venue, and at entry points.
- Ensure policy on what must be enforced by whom to what extent is exactly and explicitly clear to all. (Kindly ask that person to leave? Physically refuse entry? Forcibly detain? Call the police?)
- Similarly, ensure staff are explicitly instructed on the posture they are to maintain: friendly/hospitable/lenient; stern/resolute/stand-fast, or something in-between?
- Prepare staff on exactly what questions to pose to people not maintaining a distance or wearing a mask "Sir, I see you do not have a mask. Did you perhaps lose it, or not see our notices one is required? Do you have one you could put on, or can I provide you with one?" What tone do those questions evoke, and how can questions be posed to de-escalate any possible tension?
- Do you have masks available for those who (say they have) lost them?
- Consider having a policy to address anti-mask wearing activists.
- Consider what to do when confronted by persons stating they are 'exempt' from wearing a mask.

7.7 Monitor New Sources of Information

1 | Designate a team to monitor new or incoming news on a regular basis, covering as many sources of news as possible (i.e. TV news, newspapers, social media, podcasts, radio and so on in order to:

- Maintain situational and specific awareness about the pandemic;
- Track any changes in government approaches or regulations;
- Track any changes directly relevant to your industry (including new opportunities and the emergence of new risks);
- Learn about any rumors and be able to exercise rumor control;
- Learn about new solution sets that might be applied to your venues or events.

This may be as simple as appointing one person to perform this duty; or assigning two persons already part of the Communications team to do this; or forming a new team altogether. The importance is that management knows someone is intentionally monitoring relevant media, and passing information on to the relevant internal parties, so no important developments get missed in a time of societal crisis when a lot of organizations are being overwhelmed with and by new information flows.

2 | Include rumor tracking and rumor control in the news monitoring function. Imagine, you are about to have your big reopening, and then someone spreads a false story about your venue or event having to cancel last minute due to a License to Operate issue. Actively monitor for mentions of your venue or event in news sources or by people in your (social media) environment, and screen for misleading rumors that might create problems. Several governments around the world help monitor for potentially impactful COVID-19 related rumors. Tracking this news can be valuable.



Example: the rumor tracking and confirmation service webpage of the Singapore Ministry of Health.

3 | Select specialized sources of information that could be monitored to follow specific technologies or topics of use for implementing your health safety framework include:

- The web hosting service Trello has a new general resource page on Return to Work Planning, Response Protocols, and Company Reopening Playbooks, many of or about such globally known firms as Tesla, Google and PepsiCo. See: <https://trello.com/b/EOV0IVMJ/return-to-work-compilation>
- ISSA, the Worldwide Cleaning Industry Association (originally the International Sanitary Supply Industry or ISSA), regularly updates its COVID-19 resource pages with new information related to facility cleaning and sanitation. <https://www.issa.com/cleaning-and-disinfecting-for-the-coronavirus-sars-cov-2>
- The International Ultra Violet Association provides updates and links to UV light technology resources for COVID-19 control purposes. Please see: <https://iuva.org/IUVA-Fact-Sheet-on-UV-Disinfection-for-COVID-19>
- The two inter-linked COVID-19 innovation information platforms run by the global trend monitoring firm Trendwatching, using a global network of observers, can be found at: <https://www.covidinnovations.com/> <https://makeshift.trendwatching.com/bold-pivots/>
- The Chief Security Officer (CSO) Center for Leadership & Development of the world's largest security professionals association, ASIS International, puts out regular new material on coping with COVID-19 challenges from a security viewpoint, including virtual biweekly 'CSO Huddle' conversations led by practitioners sharing insights on emerging issues and security best practices. CSO Center Vice Chair Lisa Oliveri notes that "global participation is strong and consistent, and the value of the platform in terms of insider information flows is considerable. Among topics touched on in recent months are how organizations are managing potential liabilities tied to privacy-sensitive information, office re-opening procedures, ESRM, the details of Duty of Care obligations, insider threats, and increased risks associated with a remote workforce." Various CSO Huddle break-off groups and mini-communities have formed around specific topics, and here too observes Oliveri "the take-away value of real-time information sharing, state our participating members, is significant."

Many of the discussions also provide a window on large companies' emerging plans about resuming air travel, as security plays a key role in the decision-making and approval process. "Such questions as how do we assess the health threat information on destinations, particularly for locations where reporting is limited? Have CSOs been given more responsibilities and authority as a result of the pandemic? Do we have any gaps in insurance coverages that have emerged? and so on are regular fare at these meetings," states Oliveri.

Information on the ASIS International CSO Center can be found at:

<https://www.asisonline.org/membership/cso-center/>

- Information on (travel) insurance considerations for security professionals drawn up by the US State Department Overseas Security Advisory Council's (OSAC) Independent Development Working Group (IDWG) with which ASIS International and the CSO Center collaborate can be found here:

[IDWG Insurance Considerations Checklist August 2020.pdf](#)

7.8 Monitor Real-Time Crowd Movements

1 | Where possible perform real-time crowd monitoring to ensure safety issues can be promptly detected and acted upon, and have a procedure to address problems. Electronic wristbands, Apps, and heat maps are among the options to help your safety, security, operations or other units or departments have and maintain an overview perspective on crowd movements. Examples of technologies and several service providers serving the congress, event, convention, event and meeting trade are outlined and mentioned in Chapters 3, 4 and 5 of this guidance.

2 | Consider options to use, align with, or benefit from government crowd tracking programs. A range of countries is using or working on national App programs to facilitate COVID-19 risk management through personal tracking, entry and access checks, and other features. Having such technology limits venue requirements, as in effect, the government is in many cases already taking care of organizing a solution that benefits crowd management within venues. But one example is the government of Singapore, whose TraceTogether App and SafeEntry visitor management system to support contract tracing are widely used in the workplace. Venues such as SingEx in effect

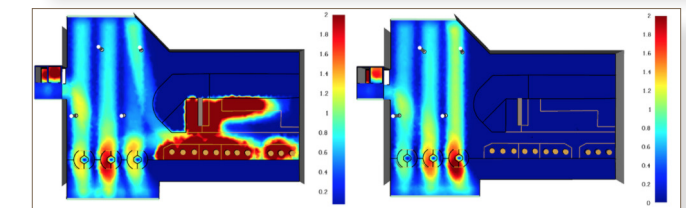
directly benefit from such advanced systems deployed for what the Singapore government calls this "circuit breaker period" as it eases requirements for congress, exhibition and other events locations to add an own capability.



For more on the Singapore SafeEntry program, see:

<https://www.gov.sg/article/safe-management-measures-required-at-the-workplace-after-the-circuit-breaker-period>

3 | Leading British crowd dynamics consultancy Movement Strategies is engaged in a pilot project for the British Sports Grounds Safety Authority (SGSA) to support the evaluation of social distancing measures with key findings set to be released soon. The extensive pilot, begun in late July 2020, covers a range of sports and facilities around the UK and involves use of a range of state-of-the-art technologies. Outputs are not only expected to be a series of good practices but insights on useful technology as well. Movement Strategies recently began a strategic cooperation with Autodesk, a world leader in 3D design and engineering software. Movement Strategies also puts on webinars high-lighting their research findings and projects related to COVID-19 and crowd dynamics. For more information: <https://www.movementstrategies.com/news/webinar-adapting-to-the-next-normal-practical-design-for-social-distancing>



Appendices

APPENDIX 1 |

Example of Auditing Sheet for Inspection of General Disinfection Measures drawn from and courtesy the Lear Corporation 'Safe Work Playbook' (2nd Edition)

Conforming Audit Card

Shift:	Card #
Inspection Area:	
General Disinfection Measures	
<input type="checkbox"/> 1. Did the cleaning crew/employees receive training about the disinfection method and frequency?	
<input type="checkbox"/> 2. Was hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution) used as appropriate?	
<input type="checkbox"/> 3. Did the team conduct a comprehensive cleaning in all work cell common surfaces (control buttons, tools, conveyors, trays, containers, forklifts, machines)?	
<input type="checkbox"/> 4. Did the team conduct a comprehensive cleaning in all offices, desk and conference rooms (cabinets, desk, tables, chair surfaces)?	
<input type="checkbox"/> 5. Did the team conduct a comprehensive cleaning in all general objects that are often used or touched (doors, windows, handles, faucets, sinks, bathrooms)?	
<input type="checkbox"/> 6. Did the team conduct a comprehensive cleaning in cafeteria/canteen (tables, chair surfaces, dispensers, vending machines)?	
<input type="checkbox"/> 7. Did the team conduct a comprehensive cleaning in all common surfaces of personnel buses (seat surfaces, rails, belts, door, windows, floor)?	
<input type="checkbox"/> 8. Did the team conduct a comprehensive cleaning of floors, walls and multiuse areas (tables, chair surfaces, dispensers, vending machines)?	
2nd Layer Audit Audit of the above performed by a higher-level manager 9. Were non-conformities raised? Y/N 10. If yes, were they actioned? 11. If no, please provide reasons:	3rd Layer Audit Audit of Layer 2 by EHS or a higher-level manager 13. Were all non-conformities closed? Y/N 14. If no, please provide reasons:

APPENDIX 2 |

Sample Risk Assessment Tool: Fairhurst and Murray Sport International Risk Register
 FAIRHURST MURRAY Covid-19 Risk Register Workbook (v3) EXAMPLE (1).pdf

WHO Mass Gathering risk assessment COVID-19: key considerations

The checklist below will enable organisers to review the key considerations for hosting an event, and to inform their risk assessment of COVID-19 on the event. This will help organisers to understand and manage any additional risk from COVID-19. This should be reviewed regularly during planning and updated immediately prior to the launch of the operational phase especially in light of the rapidly evolving outbreak with reference to the updated guidance and situation reports on the WHO website. The COVID-19 risk assessment for the event must be operational and completed with the local country's national COVID-19 risk assessment and should include input from the local public health authority, along with consulting WHO's updated technical guidance and ensuring that there is an up-to-date evaluation of the epidemiological situation.

Additional Risk of COVID-19 to the mass gathering	Yes/No	Score	Comments
1. Will the event take place in a hot country with documented active local transmission (currently spread)?	No	0	
2. Will the event include participants from countries that have documented active local transmission (currently spread)?	No	0	
3. Will the event include a significant number of participants at higher risk of severe disease (e.g. people > 65 years of age, people with underlying health conditions)?	No	0	
4. Will the event be primarily indoor and/or will people be in close contact with one another for a prolonged period?	No	0	
Total COVID-19 Risk Score			

Overall Risk Rating

Overall Risk Rating: **Moderate**

* This overall risk rating is based on the assessment of risk and appropriate mitigation measures that should be adopted for various gathering events. The risk rating is based on the assessment of risk and appropriate mitigation measures that should be adopted for various gathering events. The risk rating is based on the assessment of risk and appropriate mitigation measures that should be adopted for various gathering events.

Topic	Key consideration	Score Fully Compliant / Partially Compliant / No/Not Compliant	Weighting	Total Score	Comments
Understanding of the nature of the event (COVID-19 situation in the event region)	1. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	2. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	3. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	4. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	5. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	6. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	7. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	8. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	9. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
	10. Is the event region currently experiencing local transmission of COVID-19 (i.e. active cases)?	No/Not Compliant	2	0	
Event planning and operational aspects	1. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	2. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	3. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	4. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	5. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	6. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	7. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	8. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	9. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	10. Are event planning and operational aspects (e.g. venue, catering, staffing, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
Working with partners and stakeholders	1. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	2. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	3. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	4. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	5. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	6. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	7. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	8. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	9. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
	10. Are event partners and stakeholders (e.g. local authorities, public health, etc.) consulted and engaged in the planning process?	No/Not Compliant	2	0	
Event communication	1. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	2. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	3. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	4. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	5. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	6. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	7. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	8. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	9. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	10. Are event communication and messaging (e.g. signage, social media, etc.) designed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
Public health assessment on COVID-19 before and during the event	1. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	2. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	3. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	4. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	5. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	6. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	7. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	8. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	9. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
	10. Is a public health assessment conducted before and during the event?	No/Not Compliant	2	0	
Event capacity	1. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	2. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	3. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	4. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	5. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	6. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	7. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	8. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	9. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	
	10. Is the event capacity (e.g. number of attendees, etc.) managed to minimise the risk of COVID-19 transmission?	No/Not Compliant	2	0	

Total Mitigation Score (M) 0

Event Assessment (E) (Overall COVID-19 Rating) Moderate

APPENDIX 3 |

Visitors/Employees Presenting Symptoms at Work Form drawn from and courtesy the Lear Corporation 'Safe Work Playbook' (2nd Edition)

Sample COVID-19 Case Form
Report for Employees/Visitors Presenting Symptoms at Work

Name: _____ **Date:** _____

Visitor Employee Contractor

Job Title: _____ **Worksite:** _____

Location of Isolation: _____

Address: _____

Symptoms noticed:

Temperature >38°C (100.40F) or higher

Shortness of breath, difficulty breathing

Cough

Running nose

Sneezing

Muscle Pain

Tiredness

Time of fever on-set: _____ Time of isolation: _____

Symptoms and isolation periods will be updated periodically as information becomes available following the emergence of a pandemic virus strain.

Where referred to: _____

Notes: _____

DETAILS OF REPORTER

Name: _____ **Job title:** _____


Telephone Number: _____

Coronavirus preparation and arrangements to be made for employees who become ill at work.


APPENDIX 4 |

Cleaning Instruction Slide-set from and courtesy the Scottish Event Campus in Glasgow, Scotland

Lift Cleaning



Equipment Needed




- Step 1 Position warning sign outside of lift. Ensure the correct dilution of Actichlor plus is made up within your bucket.
- Step 2 Use solution on touch points only Control buttons, handrails. Use chrome cleaner and buff doors, frames and car sides. If glass use appropriate glass cleaning process.
- Step 3 Ensure that floor, corners and door tract are cleaned using damp mopping method. Ensure Lift is left streak free and dirt has not been transferred from lift floor to landing.
- Step 4 Ensure all equipment is cleaned and stored correctly.


SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

Damp Mopping Washrooms



Equipment Needed




- Step 1 Prepare Actichlor Plus solution in mop bucket using correct dilution rate. Steep mop within bucket and place warning sign outside door.
- Step 2 Sweep the floor using red brush, ensuring that edges and around the back and sides of toilets are swept. Move sanitary bins within female toilets and sweep under them. Lifting any debris using shovel and dispose within general waste stream.
- Step 3 Wring mop by standing in front of wringer and applying firm pressure. While working bucket should always be behind line of work.
- Step 4 Start washing floor from top corner going parallel to skirtings then use a cutting in method of 8 to wash centre area. Remember and rinse your mop frequently so as not to drag dirt around floor.
- Step 5 Ensure water, solution mop head are changed before cleaning further floor. Remove warning sign.


SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

Damp Mopping General Flooring



Equipment Needed




- Step 1 Prepare Actichlor Plus solution in mop bucket using correct dilution rate. Steep mop within bucket and place warning sign around location of work.
- Step 2 Sweep the floor using blue brush or Kex mop. Lifting any debris using shovel and dispose within general waste stream.
- Step 3 Wring mop by standing in front of wringer and applying firm pressure. While working bucket should always be behind line of work.
- Step 4 Start washing floor from top corner going parallel to skirtings then use a cutting in method of 8 to wash centre area. Remember and rinse your mop frequently so as not to drag dirt around floor.
- Step 5 Ensure water, solution mop head are changed before cleaning further floor remove warning sign.


SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

Cleaning Glass and Mirrors



Equipment needed:



- Step 1 Fill bucket with water and washing up liquid 10ml-20ml per 10 litres of water.
- Step 2 Use T bar applicator to apply water solution to glass surface using a figure of 8 motion. Use Vikan for hard to reach areas, using just water on pad.
- Step 3 Using the squeegee remove the solution from glass starting at top and working way to bottom of pain.
- Step 4 Use microfibre cloth to dry and remove any run mark from frames.


SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

APPENDIX 4 | continued

Cleaning Instruction Slide-set from and courtesy the Scottish Event Campus in Glasgow, Scotland

Washroom Cleaning




Equipment Needed

- Step 1**
Position warning sign at correct locations. Ensure the correct dilution of Antichlor plus is made up within your buckets. Flush all toilets before starting.
- Step 2**
Ensure that water is pushed back behind the bends of toilet and urinals are cleared of waste. Apply solution to hand basin, taps, toilets and urinals allowing correct contact time and clean from clean to dirty at all times. Ensure that toilets are cleaned using brush and rims are scrubbed along with inside of pan and attention is paid to pipes behind toilets and bottoms of pedestal and seat area. Ensure all cubical fittings and sanitary units are cleaned using washing technique.
- Step 3**
Clean mirrors using water and dry red cloth and ensure that fittings are dried of any moisture. Ensure soap and toilet roll are replenished and hand dryers are damp wiped correctly. Clean floor using damp mopping technique.
- Step 4**
Ensure all equipment is cleaned and stored correctly. Any mop should be changed before next shower and solution should be changed.

SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

Shower Cleaning




Equipment Needed

- Step 1**
Position warning sign at correct locations. Ensure the correct dilution of Antichlor plus is made up within your buckets.
- Step 2**
Use your wall washing method to carry out cleaning of shower units. Pay particular attention to around drains, overflows, showerheads, traps and taps and was solution given sufficient contact time. All fittings should be rinsed and wiped dry to remove excess moisture.
- Step 3**
Use glass cleaning method to clean shower door panel. Ensure all splash marks and drips are wiped clear and replenish any soap, handrail if required. Ensure any general waste is removed and place in general waste. Damp mop changing area and wipe door down.
- Step 4**
Ensure all equipment is cleaned and stored correctly. Any mop should be changed before next shower and solution should be changed.

SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

Stairs, Landings, Balustrades and Handrails



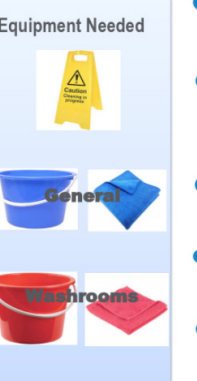
Equipment Needed

- Step 1**
Position warning sign at correct locations. Ensure the correct dilution of Antichlor plus is made up within your buckets.
- Step 2**
Ensure the correct method of sweeping is carried out and floors are checked for chewing gum and sharps. Use static duster to dry dust balustrade rails. Using antichlor plus solution and damp wiping method clean all hand rails.
- Step 3**
Use damp mopping method to clean landings and stairs ensuring that edging tool is used if necessary. If you are cleaning open stairs please consider dripping before starting and always clean stairs from top to bottom paying attention to stair tread and risers.
- Step 4**
Ensure all equipment is cleaned and stored correctly. Any mop should be changed before next set of stairs and solution should be changed.

SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

Wall Washing



Equipment Needed

- Step 1**
If cleaning walls within General area only use water. When cleaning Washroom walls use correct solution of Antichlor plus.
- Step 2**
Place warning sign in appropriate area. Dry dust wall before washing using cloth, and cover any electric sockets.
- Step 3**
Start washing wall from Bottom to top ensuring out edge is wiped first and wiping side to side within this area ensuring run marks are removed.
- Step 4**
Once wash is complete using clean fresh water carry out rinse wash using same method this time working from top to bottom.
- Step 5**
Disinfect all material once used and dispose of cloths within general waste stream. Remove warning signs.

SAFETY FIRST

If in any doubt about the PPE required, please refer to the separate COSHH Product Assessment or your HSE Manager

APPENDIX 5 |

Press Release of Brussels Expo on Use of UV-C Technology

BRUSSELS EXPO



BRUSSELS EXPO WILL BE THE FIRST COVID-SAFE EXHIBITION SPACE IN THE WORLD

The nerve centre of the Brussels economic world, Brussels Expo is calling in the heavy artillery to tackle the COVID-19 crisis: it will equip its 120,000 m² with germicidal air purifiers - a world first and a real ray of hope for the events sector.

An exceptional crisis calls for exceptional means: to counter the colossal deficit caused by the coronavirus crisis and enable the more than 80,000 people employed by the events sector to get back into the fray, BRUSSELS Expo is rolling out a major initiative.

"We have decided to equip ALL our spaces with a new technology capable of killing pathogenic germs," explains Denis Delforge, CEO Brussels Expo. "This decision underlines a real commitment to initiate the revival of the events sector which has been in the doldrums since 19 March, while ensuring optimal health conditions for our clients, exhibitors, visitors, suppliers, partners and employees.

From the exhibition facilities and the concert venue Palais 12, to the meeting rooms, offices, access corridors, backstage facilities and toilets, ALL of Brussels Expo will as of June 2020 be equipped with UV-C purifiers which are very effective against pathogenic organisms, in particular viruses and other diseases of bacterial origin.

UV-C purifiers are used to disinfect hospital rooms, operating theatres, ambulances, and public transport particularly against COVID-19. The purifiers ordered use a combination of technologies that make them suitable for use in the presence of the public: the UVC lamps are encased in TiO₂-coated catalyst plates and generate germicidal irradiation through a photocatalytic oxidation reaction. This effective process eliminates pathogens, viruses and bacteria from the air and surfaces. This precaution is taken in addition to the required regulations for the sector (use of masks, disinfecting gel, limitation and organization of the flow of visitors, etc.).

By adopting this proactive measure, the Belgian market leader in terms of exhibition facilities is assuming the role of pioneer in its field to the full. It is also in pole position for the announced reboot.

More information:

Denis Delforge
CEO Brussels Expo
+32 476 81 30 52
D.DELFORGE@brussels-expo.com

APPENDIX 6

Example of a Press Release on Preparations to Reopen from the Messukeskus Helsinki in Finland

Press Release May 7, 2020

Safely to events – this is how Messukeskus Helsinki prepares for the start-up of coming events

Messukeskus Helsinki, Expo and Convention Centre works for the safety of events proactively and assertively.

The health of clients and staff are of vital importance also in the new situation. Messukeskus follows authorities’ guidelines closely but as a professional and experienced event organizer we also proactively want to ensure the safety of our events.

The safety of the events at Messukeskus in this new situation is prepared by a restart-team consisting of staff with multidisciplinary expertise. The task of the team is to look over the event path of the clients as precisely as possible and make it safe down to the last detail.

For instance, hygiene products and services, safety distances and effective communication will be reviewed. In order to ensure safety, entirely new ways will also be discussed. Should risk groups have their own visiting hour in the beginning of the exhibition day? Is it possible to communicate digitally about visiting flows in real time and thus prevent rush times at events?

Preparation includes effective cooperation with Messukeskus’ restaurant, cleaning and other partners.

When activities start again, clients are informed about safety effectively, through several channels and well in advance. Preliminary information about preparations is even now updated continuously on <https://messukeskus.com/corona/?lang=en>.

APPENDIX 7

Sample Daily Record Sheet on Status of Anti-COVID Measures from KINTEX, South Korea

Daily Record on the Status of Preventive Measures Against COVID-19					
Name of Event					
Date		Number of Visitors			
Number of Parked Cars		Number of Symptomatic Persons			
Checklist on Major Points Regarding Precautionary Measures					
Subject	Yes	No	Subject	Yes	No
Were temperatures measured properly?			Were visitors provided of hygiene guidelines?		
Did the equipment function properly?			Were all disinfection staffs deployed adequately?		
Were those without masks not allowed entry?			Were communication systems with healthcare centers well maintained?		
Were the response actions to the detection of symptomatic persons adequate?			Was control over exhibitors and visitors well managed?		
Were we adequately equipped with supplies?			Were disinfections on schedule?		
Remarks					
Hereafter Plans					

APPENDIX 8 |

Open Source 'All Secure Standard' of Principles by Informa, Reed and Clarion
Industry All Secure Standard Final 15.5.20 (1).pdf

ALL SECURE STANDARD

OBJECTIVE OF THE PROPOSAL

In this taxing and uncertain time, show organisers are going above and beyond to ensure we protect our colleagues, exhibitors, visitors and delegates. We believe when we next meet in **organised industry gatherings**, our program of enhanced measures will provide all with the assurance and confidence our shows and events have health and safety as our number one priority.

The objective of this document is to provide a best-practice guide to industry colleagues who are responsible for organising and delivering organised industry events, trade shows and exhibitions of all sizes, in all locations.

We believe in order to do this we must work collaboratively with our stakeholders to ensure the biosafety measures we have in place are practical, effective and considered best practice for the industry.

It may not be required nor possible to execute every action, and so these principles are designed to encourage focus on biosafety measures. In some jurisdictions, biosafety measures will be mandated or prescriptive and, in such cases, will be followed as a minimum standard.

Communication between all stakeholders is a critical success factor in this program achieving its overall objective to provide assurance and build confidence for all people who participate in and visit our organized industry gatherings.

This proposal outlines **What** measures show organisers are taking to ensure the health and safety of all visitors, exhibitors, contractors and staff particularly in response to COVID-19, **How** these measures are being implemented, and **Why** it's an important component of the industry's All Secure Standard.

ALL SECURE STANDARD

CORNERSTONES

Physical
Distancing




Cleaning & Hygiene
Countermeasures

Protect &
Detect

Communication


Open Source 'All Secure Standard' of Principles by Informa, Reed and Clarion


CORNERSTONES 		
Physical Distancing		
WHAT	HOW	WHY
Crowd Density Standard (CDS)	Show organisers can allow for the Crowd Density Standard (CDS) in accordance with local, regulatory guidance . By controlling the density, appropriate physical distancing can occur.	Organisers ability to follow the Crowd Density Standard illustrates our commitment to prioritizing health and safety first while enabling successful interactions among our audiences.
Registration	Through an increased use of technology , show organisers provide means to minimise queuing and contact during the registration process. The use of QR codes or similar technologies can facilitate seamless and contactless access upon entry and exit. Additionally, digital credentials can eliminate physical badges and lanyards where appropriate and enable contact tracing.	Encouraging advanced, online registration provides an achievable means to minimise onsite contact at a number of touchpoints. That effort combined with the reduction of queues, allows visitors to enjoy a safe and enhanced experience where their time onsite is maximised for effectiveness.
Staggered Admission	Event formats can be divided into time slots across the days of their occurrence. Show organisers provide the ability to facilitate visitors' attendance during a designated time slot in order to evenly spread the attendance in combination with encouraging meetings set in advance . Controls over the maximum number of visitors can also be set.	By staggering admission each audience can enjoy a safer and more seamless experience. Our exhibitors can enjoy full, productive days throughout the event. Our visitors can plan their time in advance and have the option to reduce their costs and travel if desired. Predictable and traceable audience patterns also gives us better insights into attendee flow, a key piece of feedback often expressed.
Enhanced Quality of Visitors	Show organisers can work to ensure the highest quality of visitors are present at organised industry gatherings. With opportunities to vet visitors through matchmaking, registration and exhibitor feedback, we hope to will maximise all interactions with the highest quality of visitor while maintaining CDS guidelines.	Combined with staggered admission, the enhanced quality of visitors can maximise everyone's time at the event. With the opportunity to vet through a series of measures, exhibitors will be assured visitors present are there to conduct business and make purchasing decisions.
Floor Planning	The introduction of one-way visitor traffic could create a logical flow through venues. This can prevent bottlenecks in addition to cross walking, keeping CDS guidelines at all times. Event floors can be demarcated to communicate the monitored flow. Aisle widths can also be increased to achieve above the CDS standard.	A prescribed flow through event venues helps visitors and exhibitors to safely maintain CDS requirements. Entrances and exits can follow the same one way traffic to follow the logical flow. These traffic flows allow for proper spacing to be maintained and easily monitored, all of which contributes to our enhanced healthy and safety standards.
Visitor Transportation	All travel to and from the show can follow the CDS where required. Show organisers can work with vendors to provide options for visitor shuttles between venue, hotels, and transportation hubs to sit every other seat of every other row to maintain physical distancing.	In coordination with staggered admission, visitor transportation on-site can follow a predictable pattern which allows us to properly plan for transportation needs. By working with vendors to follow the CDS, visitors safely maintain CDS guidelines while shuttling between the venue, hotels, and transportation hubs.

CORNERSTONES 		
Physical Distancing		
WHAT	HOW	WHY
Set Up & Break Down	In cooperation with our venue partners, show organisers can provide enhanced guidelines to assist contractors in the set up and break down of events. Covering items such as exhibitor freight, personnel, shared equipment, and high touch point areas, these measures can be provided in detail to minimise risk where it would be beneficial.	From the first to last moment of our organised industry gatherings, organisers can partner with all stakeholders, especially our venue partners, to provide enhanced guidelines to contractors to prioritise health and safety. The set up and break down processes can be detailed for each control in place to provide a best practice guide.
Conference Rooms	With recommended density and seating arrangements for a variety of room sets, all conference and break room seating can follow local distancing guidance . Show organisers will provide hands-free technology where possible in addition to streaming sessions to virtual attendees to aid in the facilitation of sharing information.	A key element of our events, conference material will continue to be shared to push our industries forward with new knowledge, best practices, and approaches. Enabling the sharing of information in new seating arrangements and through digital channels can broaden the audience reach to expand the impact. Connections can be made on and off site to facilitate continuous learning and interaction.
Eliminating Handshakes	Show organisers will recommend the elimination of handshakes at organised industry gatherings in accordance with global and local organisation and government guidance. This recommendation will be reinforced with on-site signage and announcements in addition to proposed, alternative methods of greetings.	By recommending the elimination of handshakes on-site, show organisers follow the guidance of global and local authorities. With alternative means of greetings offered, we hope to minimise the spread of germs as much as possible. On-site signage and announcements will reinforce the recommendation in effort to prioritise everyone's health and safety.
Food & Beverage	Show organisers can prohibit open or self-service buffets in favor of food served pre-packaged or in closed containers . Where possible, food and beverage should be ordered in advance. Food preparation areas can also be inspected. Seating areas can be arranged to follow the CDS, and cash does not need to be accepted as a form of payment.	Organisers' commitment to health and safety expands to food and beverage where every effort is being made to minimise risk. By eliminating buffets and open service options, a stricter control for food safety can be provided. Combined with seating arrangements following the CDS, food and beverage can be enjoyed at a higher level of service for our audiences.
Social Functions	All functions within organised industry gatherings can follow the CDS , including social functions like meals, awards, and gatherings. Where possible, public addresses and speeches will be delivered virtually.	Organisers offer the capability to follow a more conservative approach than the guidance of global and country governments and organisations with our Crowd Density Standard. All social functions included at our events can follow the CDS standard while delivering as many components virtually as possible, further illustrating our commitment to prioritise health and safety first.
Monitoring & Control	Show organisers can appoint and train, a hygiene subject matter expert from within the Operations function. Where applicable, this resource will be responsible for ensuring the Physical Distancing Cornerstone is followed at each event and the latest information and updates are shared with the appropriate teams and stakeholders.	With a specific resource identified and trained, for adherence to the Physical Distancing Cornerstone, we can establish accountability. By sharing information, updates, and best practices within the industry, we can build teams with subject matter expertise in order to assure the continued health and safety of our audiences.

APPENDIX 8 | continued

Open Source 'All Secure Standard' of Principles by Informa, Reed and Clarion

CORNERSTONES 		
Cleaning & Hygiene Countermeasures		
WHAT	HOW	WHY
Venue Deep-Cleaning	We can require venues hosting organised industry events to provide a deep cleaning prior to move in and again before the event opens.	Working with our venue partners to provide deep cleaning both before move-in and the opening of the show floor can ensure a safer environment for our colleagues and visitors.
Cleaning Regime	Every partnering venue can offer a visible, enhanced cleaning regime . Cleaners are offered PPE with an increased focus on key touchpoints, including restrooms, food and beverage areas, and help points. Electrostatic cleaning methods could also be deployed, as can other, locally available methods.	Enhanced and visible cleaning regimes throughout the event and particularly in key areas can provide a visible representation of the industry's dedication to health and safety. Electrostatic cleaning methods are best in class technology used across industries and recommended by leading scientists for our events.
Stand Cleaning	Exhibitors can disinfect their respective booths and exhibits regularly throughout the event. At our events' discretion, the use of sampling and distributing physical, promotional materials is prohibited in favor of all materials being shared digitally .	With instructions and guidelines of how to regularly disinfect their booths and exhibits, our exhibitors can contribute to our full plan of micro and macro cleaning efforts. The elimination of physical materials in favor of sharing promotional items physically can also contribute to sustainability efforts in addition to minimising risk and contact between people.
Hand Sanitisers	Hand sanitiser stations can be positioned at key locations throughout the event, including restrooms, food and beverage locations, and conference rooms, with regular use encouraged to all visitors and exhibitors.	In addition to washing your hands regularly, world and country health organisations recommend alcohol-based hand sanitisers to prevent the spread of infections and decrease the risk of getting sick. Independent show organisers are committed to make hand sanitiser stations readily available throughout our event spaces, particularly at key locations.
Waste Management	The collection and removal of waste receptacles can be increased during events in order to minimise risk. Specific waste bins for mask disposal can also be provided and clearly identified, with a proposed schedule to regularly disinfect the waste receptacles themselves.	Organisers can designate specific waste bins for mask disposal in addition to increasing the frequency of the collection and removal of waste. The waste receptacles themselves can also be regularly disinfected. These efforts follow recommendations and advice of world and country specific health organisations.
Conference & Seminar Rooms	Shared equipment within conference rooms can be removed, including stationary and hand held microphones. All equipment, including audio and visual, can be disinfected between each use , and conference rooms should have an increased cleaning schedule throughout the day.	A key element of our events, conference material will continue to be shared to push our industries forward with new knowledge, best practices, and approaches. Enabling the sharing of information in new seating arrangements and through digital channels can broaden the audience reach to expand the impact.

CORNERSTONES 		
Cleaning & Hygiene Countermeasures		
WHAT	HOW	WHY
Venue Ambient Environmental Controls	In coordination with our venue partners, organisers recommend ensuring the proper ventilation, temperature, humidity, UV air purification controls, etc. are in place. Reduced exposure can be based on the ability of filters to remove particles that contain viruses.	By collaborating with venues for proper air filtration, we hope for reduced exposure to harmful particles. Filters should be properly installed and maintained in appropriate systems to treat recirculated air, and filters should be appropriately designed for the building in which they are used.
Certifications	Organisers are able to apply locally credited certification, such as the ISSA GBAC Star accreditation, for infectious disease and contamination control measures.	Through organisers' partnerships with third-party companies to externally validate the cleaning and hygiene countermeasures taken, our events can meet or exceed standards of biorisk. Certifications earned can provide a suite of tools to help guide our events through the competencies and procedures necessary to meet requirements. These efforts can provide confidence a facility has been disinfected to the highest standard and is safe for business.

APPENDIX 8 | continued

Open Source 'All Secure Standard' of Principles by Informa, Reed and Clarion

CORNERSTONES 		
Protect & Detect		
WHAT	HOW	WHY
Contact Tracing	Through the use of organisers' mobile apps and other third party providers, we can offer assistance to the proper authorities in contact tracing efforts where country laws allow. Stakeholders' Bluetooth enabled devices regularly send out a beacon that could be recorded and stored in conjunction with beacons it receives. Should there be a positive diagnosis, the beacons can be matched and the corresponding user notified and advised on the proper next actions to take.	With the latest advances in technology, show organisers can offer assistance to the proper authorities in contact tracing through Bluetooth capabilities of its mobile apps and third party providers, including Google and Apple. Should a positive diagnosis occur, the infected individual can report the diagnosis within the app which will in turn alert those individuals they have come in contact with and offer the proper next actions to take.
Infrared & Thermal Imaging Temperature Screening	Infrared thermal imaging temperature screening equipment can be available at the entrances to venues at organized industry gatherings. If any defined symptoms of COVID-19 are detected, including fever, people could immediately proceed to the quarantine bay where local, medical authorities will be stationed and begin the proper protocol. Any visitors or exhibitors who are unwell can be prohibited from entering the event.	Following the guidance of world and country agencies, infrared thermal imaging screening can be available at the entrance of all events. Fever is a common symptom of COVID-19, typically appearing 2 - 14 days after exposure. Thermal imaging screenings are able to determine surface skin temperature which is then used to estimate the temperature at a reference body site. These additional measures offered continue to display the commitment and top prioritisation of health and safety while enabling successful interactions among our audiences.
Facemasks	Facemasks may be required of every person visiting organised industry gatherings.	In accordance with world and country health organisations' guidance, organisers can require a facemask to be worn by each person entering the event space. The mask is intended to prevent the spread of all germs.
Quarantine Area	Every venue could offer a dedicated quarantine area for people with symptoms of COVID-19. Organisers can work to liaise with local hospitals and medical authorities to create defined procedures and protocol to follow for people displaying symptoms.	Working with local hospitals and medical authorities, organisers can share procedures and protocols to follow in advance of an event occurring. Within those plans, a quarantine area could be set up on site to properly address any person displaying symptoms of COVID-19.
Enhanced First Aid & Medical Support	Organisers' events can also offer an increased number of First Aid stations located throughout the event with enhanced medical support available. These efforts would be in coordination with local authorities and medical personnel.	First Aid stations offer enhanced support by local medical authorities and personnel. While at an event, signage will indicate where to go for expert medical attention in the event of any illness.

CORNERSTONES 		
Protect & Detect		
WHAT	HOW	WHY
Glass Sneeze Guards	In areas of interaction, including Help Desks, food and beverage stations, security, etc., sneeze guards can be offered.	Events can also include sneeze guards in areas of interaction. This measure to physically separate and increase distance between people can contribute to the All Secure Standard and organisers' commitment to the health and safety of visitors and exhibitors.
Personal Protective Equipment (PPE)	Key personnel, including cleaning, medical, food and beverage workers, etc., can be offered personal protective equipment , PPE, including masks and gloves.	Key personnel on site at events can be offered personal protective equipment, PPE, to prevent exposure. An important element of event organisers' Protect & Detect Cornerstone, this effort can include a mask and pair of clean, non-sterile gloves.
Emergency Response Plans	Emergency Response Plans have been updated to include processes for possible COVID-19 incidents, both confirmed and suspected. In addition to a hygiene subject matter expert, Operations and event teams on-site will be specifically trained for an awareness of COVID-19 symptoms and the appropriate protocol to follow.	With a specific resource identified, trained, and measured for adherence to the All Secure Standard, accountability will be established. Emergency Response Plans have been updated to include processes and protocol for possible COVID-19 incidents, both confirmed and suspected, and will be followed as needed.
Employee Screening	Show organisers encourage all its employees to undergo COVID-19 symptomatic screening in advance of each work day. Testing for symptoms including fever, sore throat, chills and a cough will help to ensure the risk of exposure is reduced for all stakeholders.	Screening employees at events can reduce exposure for all stakeholders, help prevent the spread of any virus and help to verify protective equipment is used effectively. This encouraged method displays the industry's commitment of health and safety beginning with our own, internal teams.
Health Authority Engagement	With the local health authorities regularly engaged, organisers can issue a multi-agency dynamic risk assessment , including up to date epidemiological input, in advance of each event. This assessment can broadly communicate the assessed risk associated with organised industry gathering occurring.	Transparently communicating the results of the risk assessment helps us and or visitors feel confident with the event moving forward and shows our commitment to health and safety.

APPENDIX 8 | continued

Open Source 'All Secure Standard' of Principles by Informa, Reed and Clarion

CORNERSTONES 
Communication

WHAT	HOW	WHY
Show Website, Apps, & SMS	Show organisers' All Secure Standard and four Cornerstones can be communicated for each event through all channels , with the specific details available on the show website and app and immediate or urgent messages sent via SMS.	Communication is a critical success factor in this programme achieving its objective to build confidence for all people who participate in and visit our shows. The All Secure Standard and four Cornerstones can be communicated for each event through all channels, with the specific details available on the show website and app and urgent news via SMS.
Exhibitor Manuals	Exhibitor Manuals can be updated to include the components of the All Secure Standard with specific details of what our exhibitors need to execute the enhanced safety and hygiene measures.	A key reference guide, Exhibitor Manuals can be updated to include all the appropriate All Secure Standard details for exhibitors. A single source of information, this manual could be the go-to for referencing frequently asked questions, standard operating procedures, and our new, enhanced measures to ensure our colleagues, exhibitors, visitors and delegates are protected.
Event Signage	Event signage can include common signs and symptoms of COVID-19 as communicated by the appropriate medical and health authorities as well as actions to take if necessary. The signage can be displayed prominently in all common areas of the event.	Organisers' programme of enhanced measures provides assurance and confidence our shows and events have health and safety as our number one priority, including opportunities to prominently display event signage with common signs and symptoms of COVID-19.
Public Addresses During Show	Throughout events, public addresses can repeat messages about the importance of maintaining physical distance and the importance of washing and sanitising hands in addition to other best practices shared from medical and government authorities.	Organisers can work collaboratively with our stakeholders to ensure the biosafety measures we have in place are practical, effective, and considered best practice. Part of this effort can include public addresses repeating messages about the importance of maintaining physical distance and washing hands.
Pre-Show Messaging	Messaging in advance of the industry organized gatherings can communicate key pieces of information, including updates from global and local health organizations, show admission policies, hygiene briefings and health protection measures, among other items.	By communicating to stakeholders in advance, organisers are helping to ensure proper expectations are in place, especially with regards to updated or new policies. Pre-show messaging can include global and local health organization updates, show admission policies, hygiene briefings and health protection measures.



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