GOOD PRACTICE GUIDANCE MARCH 2021

Addressing COVID-19 Requirements for Re-Opening Business Events

VERSION 3

AIPC
EXCELLENCE IN CONVENTION CENTRE MANAGEMENT

ICCA

ufi
The Global Association of the Exhibition Industry

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.

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A Letter from the Presidents:

We are entering a new phase of the pandemic and in parallel, we are entering into the true next normal for organized events.

All of us, in our role of Presidents of global associations, see a very splintered market landscape, whereby some fully embrace the changes which have come with the pandemic and other are still hoping a reality we knew not that long ago will come back – at least partially. However, in both cases, our members will need to be extremely agile in order to deal with the continuous change in an efficient and effective way.

That is why it is so important that our industry shares knowledge and lessons learned when it comes to re-opening for organized events. There is no magical, one size fits all, solution, and the only way we can tackle the challenges related to re-opening is by learning from each other.

In that sense, this new version of 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.

This collaboration also allows to streamline our messaging, not only towards our members but also to other stakeholders in the event ecosystem. It is indeed important to note that the previous version of this guide has been used as a reference by several local authorities when it comes to defining a roadmap for re-opening organized event.

That is why this resource is put at the disposal of the entire event industry, creating a unique and central resource of benefit to all of us – directly and indirectly.

Once again, we are very proud of the contributions of our members to this version of the Good Practice Guidance for Re-Opening Business Events. All chapters have been updated with the latest information available. Special attention should be given to Chapter 2, Case Studies: Recent Re-Opening Experiences. Here you can read in detail how members are successfully achieving the core mission of our industry: bringing communities together around shared objectives. There is also an entirely new section on travel bubbles and the impact they can have. Look for this on page 63.

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.

And now, let us make the future of organized events happen.

Aloysius Arlando AIPC President | **James Rees** ICCA President | **Anbu Varathan** UFI President

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Introduction

The year 2021 marks a turning point in the worldwide COVID-19 pandemic insofar that advances in science, testing, safety measures and above all development of several vaccines allow for a build-up of momentum towards a reopening of the industry. In places, notably parts of Asia, some clear gains have already been achieved, but worldwide the profound, unprecedented impact of the pandemic continues to be keenly felt, as it is in commerce and society at large.

The AIPC, ICCA and UFI have been engaged in assisting their membership and industry at large from the start of the COVID-19 crisis, and this Version 3 of this good practice guidance constitutes but the latest in an extensive series of efforts. Much of this has involved meetings, virtual engagement, surveys and other means, and part of this has focused on producing written guidance.

In 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. In May 2020, AIPC and UFI in concert with ICCA launched its first Good Practice Guidance – Addressing COVID-19 Requirements for Re-Opening Business Events, and a second version of the guidance was published in September 2020.

This document constitutes the third installment, capturing updates and lessons learned from membership over Q4 2020-Q1 2021. It follows close on the publication of yet another key guidance document produced by AIPC–ICCA–UFI collaboration driven by their Joint Safety & Security Task Force. That is the March 2021 Good Practice Guidance – Convention and Exhibition Centres as Temporary Vaccination Centres. As with all these publications, it offers information and insights very much subject to change, but offered nevertheless in the hope of filling the still ongoing knowledge gaps on how best to meet the continued ongoing, often fluctuation, challenges flowing from the global pandemic.

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.

Coordination of the writing, editing, collection, vetting, and formatting of this guidance information was performed by Glenn Schoen of Boardroom@ Crisis BV, based in The Hague. Research assistance was provided by Madeleine Eichorn.

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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RE-OPENING BUSINESS EVENTS V3

How to Use This Guide

The good practice information in this document is divided into seven main chapters. Chapters containing new content are indicated below by this V3 symbol.

- 1 V3 FRAMEWORK
- 2 V3 CASE STUDIES: REOPENING EXPERIENCES
- 3 V3 PERSONNEL AND PERSONAL SAFETY
- 4 PHYSICAL DISTANCING
- 5 V3 HEALTH AND SAFETY MEASURES
- 6 IMPLEMENTING CROWD CONTROL
- 7 V3 ENCOURAGING AND ENFORCING MEASURES

These seven chapters are meant to structure the information provided according to the UFI 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 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

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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.

Find the original UFI framework, including a list of organizations who contributed to the Task Force and those who endorse it here.

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

This document can be accessed here.

AIPC and UFI Good Guidance on Using Your Centre as a Temporary Emergency Facility

This document can be accessed here.

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."

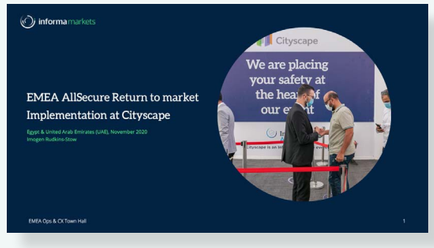
Many high-end tech service companies from Agylisis to Apaleo to RMS Cloud to Oracle Hospitality outline the advantages of Cloud computing for risk management on their websites for the hospitality sector, but few do so specifically for events organizations. One that does is Ungerboeck.

This webpage can be accessed here.

14 | Capture your use of a risk management framework in written form to make it visual, shareable, and demonstrable. Whether you are using the Re-Opening for Business COVID-19 Risk Management Framework developed by UFI and endorsed by the AIPC and ICCA, or the All Secure Standard developed by Informamarkets, Reed and Clarion, or another framework, ensure you have one or more tangle reference presentations, reports, recordings, lists or other form of documentation that demonstrates its use. For starters, this will prove useful for training, showing compliance, improvement measurement, marketing, inspiration, and showing management and staff at other venues how it can be done.

An example of such a presentation from Q4 2020 is that made by Informamarkets about the November Cityscape 2020 exhibition held in Cairo, Egypt and in Dubai, United Arab Emirates. The 'EMEA Allsecure Return to Market Implementation at Cityscape' contains a wealth on re-opening event pointers and learnings.

This document can be accessed here.



2 GOOD PRACTICE: Case Studies | Reopening Experiences

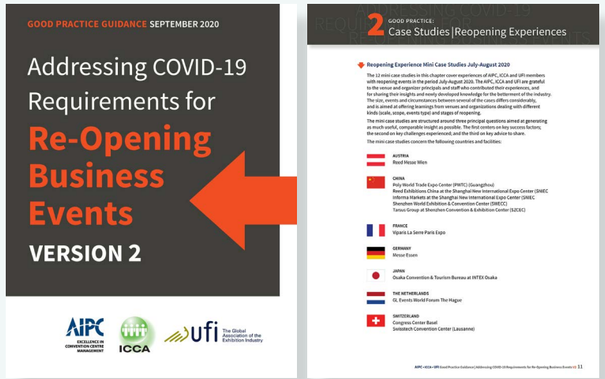
The new case studies of Q4 2020 and Q1 2021 showcased in this chapter build on the earlier learnings of 12 convention and exhibition centres during Q2 of 2020 that were included in Version 2 of this guidance. In this Version 3, the case studies zoom in on particular topic-related learnings from select venues rather than general re-opening experiences.

To access the more general case studies from among other venues in Austria, China, France, Germany, Japan and Switzerland, download Version 2 using the link provided.

The new case studies in this chapter describe what select convention and exhibition centres, organizers and other experts have learned around particular issues in the course of preparing for and delivering particular events over October 2020 – March 2021.

The focus is on topics of likely interest to peers and partners in the industry, and these range from very broad to quite defined issues. As many of the learnings are as of yet recent and singular, and not yet widely or consistently applied, these are featured here as emerging rather than fully established good practice.

THIS CHAPTER INCLUDES ALL NEW **V3** CONTENT



AIPC–ICCA–UFI 'Addressing COVID-19 Requirements for Re-opening Business Events–Version 2', September 2020

This document can be accessed here.

The re-opening experience case studies in this chapter are:

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EMERGING GOOD PRACTICE:

2.1 Embracing the Hybrid Business Model

Hybrid events have attained great traction over the past year, becoming an ever more vital aspect of many venues' offerings. This section outlines a number of insights and learnings from the World Forum in the Netherlands.

Michiel Middendorf, General Manager of the GL events World Forum The Hague, views the 2020-2021 evolution of hybrid events as "marking a major shift towards a new business model in our industry, particularly for conferences." His World Forum staged a strong financial comeback over Q3 and Q4 2020 after a trying period following the shutdown of live events in the Netherlands at the outset of the COVID pandemic. He attributes that significant turnaround – "from heavy loss to almost break even" – to the success of the facility's new digital and hybrid events focus. "The team worked hard to realize the change, to the point that by Q4 2020, in the middle of the pandemic, we outperformed our Q4 2019."

Middendorf notes that while some people long simply viewed the 'hybrid model' as a virtual version of the events and shows they used to do, "the truth is that it marks a sea-change. While going virtual does not supplant your old earning model, it certainly extends it beyond compare, particularly for conferences, and in that sense, you are looking at a new business model." As he sees it: "COVID temporarily wiped away the large live event. Initially the virtual model was: put the 2000 event attendees you can no longer have physically in the hall online, so you maintain a live stage with just a few people, and the audience goes virtual. That soon got added to a bit: snazzier studio, multiple stages, more interactive online tools to engage the virtual audience, adding a small properly spaced-out audience around the speakers in the studio to make it look more 'normal.' But the big leap made over the past year has really been the audience extension: being able to go from those original 2000 audience members to 20,000. Still live communication, still interactivity, but now you're reaching and drawing in a much larger live audience with the same high-quality content while your communication per person costs a lot less." Summarizes Middendorf: "Your physical infrastructure is no longer the limit for event attendance – that's the key point to comprehend."

Global Climate Adaption Summit from the World Forum, January 2021

GL events as a whole has seized on the pandemic as an opportunity to work towards greater digital/virtual integration and cooperation among its many venues, including the ability to run international events from multiple venues at once. Looking ahead, GL events and the World Forum see a return of live audiences augmented by high virtual attendance as a model to stay. "Particularly when you look at things like high-level conferences such as the global Climate Adaption Summit we facilitated for the Netherlands Ministry of Infrastructure and Water Management in early 2021, the future for our industry to extend and expand in this area looks bright."

Middendorf views the following as important emerging good practices to running an effective digital/hybrid event operation as an integral part of your convention or exhibition centre's operations:

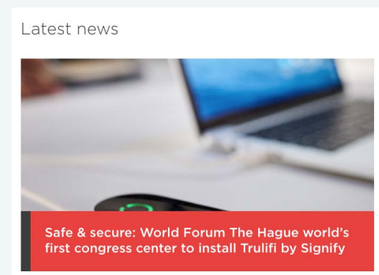
1 | Pay special attention to your contracts in terms of for what you will be paid, particularly as concerns the online audience. The main aspect is capturing revenue for online presence; a key secondary point is to see whether you can capture a part of the post-event recording attendance. "We saw with one show attended by over 10,000 online attendees that in the days after the event, thousands more were viewing the recording. If you have a deal that such add-on viewership also generates a particular sum, you can find it may actually be a significant percentage of your profit."

2 | Own your digital ecosystem. Get familiar with broad-casting, with online interactive tools, with the digital dimension of MICE, with the technical know-how you need to run hybrid events on an ongoing, high-quality basis, advises Middendorf. "You're building a new IT infrastructure, so make it part of your being, rather than 'that's for the IT contractors to do'. Remember, this may be at the core of your business soon."

3 | In line with the foregoing, train your staff and add new digi-savvy staff to be fully equipped to handle your new hybrid eco system. States Middendorf: "This is the future, or at least an important part of it. Immerse your people in the technology, make them comfortable with it, give them training, let them attend courses, hire some experts – in the end, it's your people that will make the difference."

4 | Respect the added value of hybrid event knowledge and experience. Experience is still rather thin in the industry as a whole, and people who know what it takes to craft good productions, good programs, technically high-standing broadcasts, the right setting, and good choices to realize interactivity with the audience are important, and to be valued.

5 | Look for unique tools, attributes or systems that set you apart from the competition. "One innovation we brought about, an entirely unique global first for our industry, was introducing the Signify Trulifi digital IT security system to protect meetings against eaves-dropping and interference, for example," observes Middendorf. "With that, we're not only helping our clients and gained a competitive edge, but it was news in and of itself – more favorable publicity."



World Forum website page advertising Trulifi use

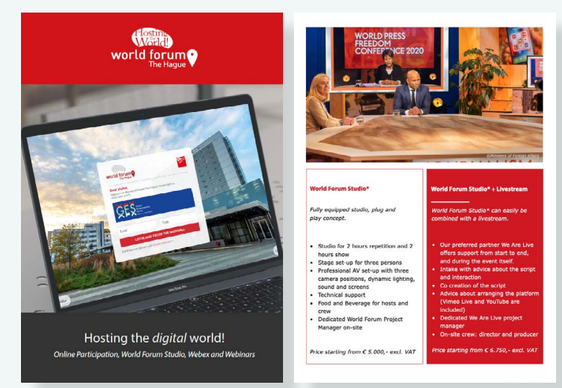
6 | Hire good TV presenters rather than debate moderators to run your clients' show. "You need high caliber presenters comfortable with a camera, with a big audience, and who are good and smooth in packaging programs, for essentially that is what you are putting out."

7 | Bring a creative producer or arts or PR agency to the table who can help you and advise you while engaging the client on crafting a program to their liking. "We have found the presence of creative agency advisors crucial in terms of providing clients buy-in, to help them attain a vision on what can be done to turn their idea into a workable concept," states Middendorf.

Example of insights from one of the many IT cyber security firms (Digital Shadows) with high competence around the WFH threat vector.

8 | Mind your IT security. The World Forum in Q1 2021 used a leading Dutch international IT security company to run system scans before major events and had them live monitor a number as well. Aside from protecting your IT architecture to secure the reliable functioning of your hybrid model at your venue, do not neglect vulnerabilities linked to people working from home (WFH). The WFH or remote worker has proven a popular attack vector for hackers during the pandemic and hybrid model cyber security efforts should extend there too, fully. An ever growing list of IT security firms sell a large variety of service packages to facilitate or seek to achieve this.

The World Forum has spent significant effort promoting its digital/hybrid capabilities, including meetings with clients, organizers, and other trade groups, and as part of this effort generated a number of new marketing and service explanatory materials. One such write-up is the 15-page booklet 'Hosting the Digital World.'



The World Forum 'Hosting the digital world' brochure

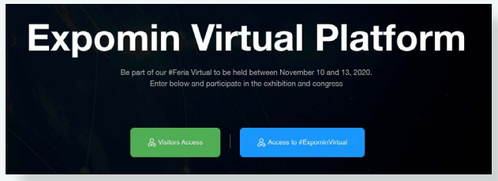
The document can be accessed here.

EMERGING GOOD PRACTICE:

2.2 Extending the Hybrid Business Model

Chile's conference and exhibitions industry came to a near-complete standstill due to COVID in 2020, and has effectively yet to start its re-opening curve. That said, the country's largest organizer, GL events Chile, was able to carry off two major virtual conferences, has learned some major lessons along the way, and in the process, almost inadvertently, started development of what may become a new business model. That is: extending digital-hybrid events into a form of durable e-commerce platform that helps clients on an ongoing basis while at the same time rendering their connectivity to a particular event more extended, durable, and valuable.

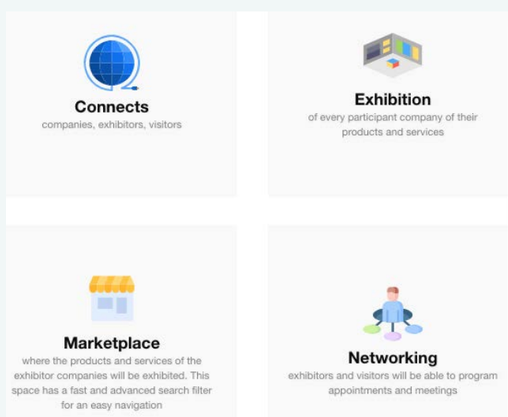
In this case, the learning centers on Expomin, one of Chile's flagship annual shows, and a world-leading mining industry event.



Francisco Sotomayor, Managing Director, GL events Chile Group explains that his company along with various leading venues in Chile went through a major evolution in 2020 as event after event got postponed or cancelled, necessitating a transition towards the digital world. "Balancing things out so as to not overstep the mark was a key learning in and of itself," Sotomayor, "for even as we so to speak 'went digital' we knew that for Expomin in particular, the clientele still very much wants to return to pre-COVID days. For the mining industry, and local business culture, the importance of interaction and the look-feel-touch-smell approach towards tools, instruments, and other products is high: you just can't inspect a drill-bit or share a coffee with a client online the same way."

Realizing the digital had to extend rather than supplant, GL Events Chile was able to pull off Expomin 2020 online with 17,000 attendees rather than the usual 70,000 plus who would, in normal times, visit an approximate 1,300 exhibitor booths. "The event and the follow-up surveys we did generated a number of insights," notes Sotomayor, starting with the point that it is hard to monetize on a virtual experience; the great desire of participants to return to a physical Expomin; and the clarity coming from that on the point that virtual would never be able to supplant the physical experience. "So that gives confidence for the future, when everyone can get together again, but it also told us a bridge was necessary to help get us there – and our clients."

What grew out of the experience and those other realizations was the idea of giving Expomin a more or less permanent virtual home, extending the November experience into something useful that people can keep connected to. "It was the birth of Expomin the platform," states Sotomayor, "where we could keep serving the client with continuous knowledge, connectivity, and community. The knowledge initially centered on access to the conference recordings of Expomin, but we've elongated that with monthly online learning lecture sessions. So we are a pathway for the client to content, to knowledge. As for connectivity, we allow our clients to interact with buyers, experts and others long after the show, again, being in a facilitator role, leveraging our data bases, our connections. And then we have essentially virtualized a big part of our Expomin community, where we demonstrate value keeping all the stakeholders engaged in that period that they cannot come together in real life. As for the monetization, we've made a start by putting it together as a subscription service, which now includes several services areas, and features an App for easy use."



The main fields of the Expomin Virtual Platform

Reflecting on the evolution of the show towards a platform, points Sotomayor is eager to share include:

1 | Consider e-commerce possibilities as an extension of digital-hybrid events. "For us it was a gradual, evolving process, and we are still only recently underway," states Sotomayor, "for others it may be easier if they approach this from hybrid event towards e-platform concept right from the start. One advantage with all the IT knowledge all around us now is that barriers to entry in the digital world are pretty low, even for us from the event and hospitality world."

2 | A subscription model offers significant promise in several respects. Among others, there is the ability to apply different fee structures, different membership levels, and all manner of possibilities around introductions fees and transaction success fees.

3 | In contemplating an e-commerce effort, focus on leveraging three main event (organizer) industry strengths: access to content, existing relationships, and your hospitality skillset. Sotomayor points out that these areas are where the IT sector or other firms that might want to enter this space are weak, and why they cannot supplant the position of the event organizer, "them not having the requisite minimum 30 years' experience in the local exhibitions/events industry."

4 | Communication is key for success, and along with it, transmitting empathy towards clients. GL events Chile Group had a challenging time throughout 2020 as the government shut down any and all events involving over 200 people as part of its strong anti-COVID measures. This included dealing with many, many clients who lost money due to the many event postponements and cancellations and Sotomayor and his colleagues subsequently faced a prolonged period of sometimes trying negotiations and consultations. The honesty, empathy and collaborative approach in engaging those clients paid off handsomely in the process of getting the Expomin Virtual platform going.

The Expomin website can be found here.

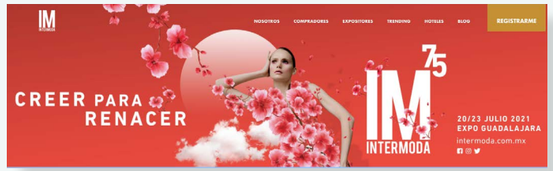
The English language landing page can be found here.

EMERGING GOOD PRACTICE:

2.3 Hybrid Event Planning Learnings

Latin American fashion and textile event leader Intermoda learned a number of valuable practical lessons around hybrid events in the recent past. The first big re-opening learnings came around the four-day September 2020 Intermoda 73 fashion tradeshow in the Expo Guadalajara, one of Mexico's premier venues.

A key step in its opening journey, the B2B show encompassed 400 stands on 30.000 square meters. While the physical attendance at 8000 people was modest compared to pre-COVID times, it was, given the circumstances, still a significant number; virtual attendance for many parts of the program was strong; and business-wise it proved a significant success. Happy too was the highly supportive Jalisco state government, a vital partner who promoted the event to high-light its own 'back open for business' theme.



The annual Intermoda fashion trade fair at the Expo Guadalaraja

Among key takeaways over September 2020 – February 2021 from reopening events in terms of good practices to apply in practical planning terms were:

1 | The hybrid format was specifically successful in the matter of business meetings with buyers from other parts of the world, achieving great participation from both exhibitors and virtual buyers who connected from the United States, Guatemala, Costa Rica, Chile, Ecuador and Venezuela, mainly. Identifying these remote buyers early and accommodating them and locking them in to broadcast planning early proved a high-return endeavour.

2 | Carefully study in detail the likely challenges and frustrations that clients, exhibitors and visitors to an expo might experience during a hybrid event beforehand so you can anticipate and alleviate, including through education. This includes helping anticipate issues that might arise around broadcasting technology use, the placement of broadcasting facilities and within them the lay-out, the timing of broadcasts, and the number

and types and booking arrangements for buyer or deal-making sessions. In the re-opening phase, it is likely in expo and tradeshow settings that you will have parties who are first-time users of particular technologies, so there is a learning and familiarization curve for them. To the extent they are considered and brought along in the planning and familiarized with the set-up, and educated as to and prepared for how things work, things should go a lot smoother.

3 | It paid off handsomely to set up a hybrid networking station specifically for brands and stands whose buyers could not physically attend. Offering and advising on these beforehand in a tailored approach facilitated exhibitors in maximizing their planning and appointment-setting, and still having meetings despite these people not being able to attend in person. Important, of course, was knowing and tracking beforehand who had indicated they could not physically attend.

4 | Take care to carefully plan and keep separated the large mix of in-person and hybrid presentations going on simultaneously. Think through as an exhibitor when you will be tied up in a broadcast: is there another person to be in your booth at that time, and or do buyers know you will be tied up in a broadcast during particular hours, so they can meet you at other, set times?

5 | For maximum impact, keep up strategic communications outside of any broadcast at the same time. For larger scale broadcasts to bigger groups, it pays to have points and messages sent out by social media and other channels at the same time. This to reinforce particular points for attendees, to provide more information on particular products or services, and to draw more people into a broadcast once it is live.

EMERGING GOOD PRACTICE:

2.4 Temporary Vaccination Centre Conversion

Since Q4 2020 a growing number of convention and exhibition centres around the world are serving their local community as a temporary vaccination site. Some are doing this alongside re-opening initiatives, some while having already re-opened and resumed regular event operations at a smaller scale, and for some, becoming a vaccination centre is their actual re-opening experience, for the time being.

The AIPC, ICCA and UFI released new Q1 2021 good practice guidance on the use of a venue as a mass vaccination centre in March of 2021: 'Convention and Exhibition Centres as Temporary Vaccination Centres'.

AIPC–ICCA–UFI 'Convention and Exhibition Centres as Temporary Vaccination Centres', March 2021

This document can be accessed here.

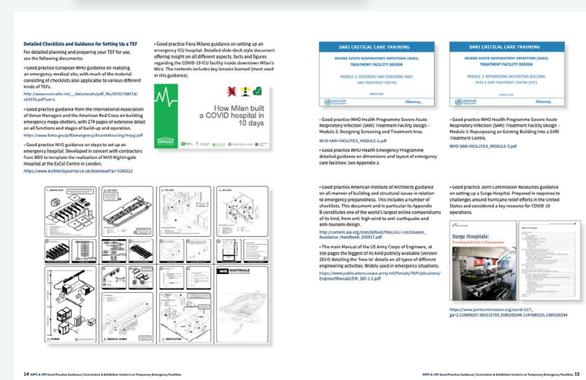
The document aims to capture the experience of a growing number of member venues involved in serving as a mass vaccination site at the request of local or regional health authorities. The new guidance includes in-depth material and examples collected from among global membership. Its main sections are:

- Introduction
- Initial Considerations
- Considerations on Planning
- Considerations on Staffing
- Anticipating Likely Challenges

The guidance includes several linked documents serving as in-depth resources on different aspects of planning for or becoming a vaccination centre, and four appendices.

Among its key contributors are a number of AIPC, ICCA and UFI members in North America, South America, Europe and the Middle East. The preponderance of the information dates from Q1 2021, including several publications never released before.

In addition, it is recommended that those tasked with setting up a vaccination centre in their venue review and the AIPC-UFI 2020 Good Practice Guidance 'Convention and Exhibition Centres as Temporary Emergency Facilities.' While this guidance does not specifically address use of venues for mass public vaccination purposes and rather focuses more on serving as an emergency hospital, shelter or testing site, it contains a wealth of useful information applicable to serving as a temporary mass vaccination site.



AIPC–UFI 'Convention and Exhibition Centres as Temporary Emergency Facilities', April 2020

This document can be accessed here.

EMERGING GOOD PRACTICE:

2.5 Event-Tailored Health & Safety Information

While venues have spent much time, money and effort at preparing and operating their venues at the highest health safety standards in the re-opening phase, much of this information tends to be static and standardized, and when conveyed in signage, posted in particular places where visitors or staff are prompted to exhibit particular behaviors. For instance: "Please Keep X Amount of Distance in Line; Clean Your Hands; Wear a Facemask, No More Than 2 People in the Elevator," and so on. Emerging good practice indicates that tailoring and packaging health and safety information available on the venue to specific events, and using this in proactive fashion to facilitate registration and travel. As opposed to being static and standardized, it is useful in attaining higher attendance as well as higher in-event attendee, staff and exhibitor compliance levels, and creating a better supported customer journey overall.

One example of a venue that did this for the first major international defense show anywhere in the world since the start of the pandemic, and its own main re-opening effort, in February 2021, is the Abu Dhabi National Exhibition Centre.

To prepare for and help execute what turned out to be the well-attended (over 62,000 visitors) and highly successful combined International Defence Exhibition (IDEX 2021) and Naval Defence Exhibition (NAVDEX 2021) trade show, the organizers in concert with their partners brought out a 15-page 'Travel and Health Protocol' specifically for the event.

The booklet was completed with input from national and health authorities and made widely available to prospective attendees through different channels and stakeholders well in advance. It was broad in scope in that it contained information on travel to the show from start to finish, coaching the traveler as to what to expect, what to do, and where to go for what when.

Key components included:

- Information on getting into the UAE in general 'Your Journey';
- Specific points about (online) registration and the entry process;
- Rules for entry for foreign travelers as well as for local residents;
- Description of what to expect upon landing, including COVID testing;
- Pages on (safe) resources like hotels and clinics/hospitals;
- Frequently Asked Questions or FAQ sheets on traveling to Abu Dhabi and the United Arab Emirates as a whole, registration and safety measures.

Organizer Capital Events (a subsidiary of the Abu Dhabi National Exhibitions Company or ADNEC), the IDEX and NAVDEX Higher Organising Committee and the event's new Medical Committee all contributed to the protocol, assuring travel and health efforts were fully aligned and mutually supporting.

Find a write-up on the success of IDEX and NAVDEX 2021 here.

The February 2021 IEX – NAVDEX – IDC Travel and Health Protocol

This document can be accessed here.

EMERGING GOOD PRACTICE:

2.6 The CEO's Growing Reputational Value

Groundbreaking 2020-early 2021 surveys by Brandfog, KPMG, Edelman, PWC, The Harris Poll, Omnicom Group other national and international top PR – Communications agencies clearly show that the top leadership position of companies has attained a new reputational value level in the COVID era, and with it, a new exposure level.

Many communications professionals in different countries hence see a more prominent role for the CEO (or other organizational leader by whatever title) as a 'trust creator' as the COVID pandemic endures. They note that since mid-2020, building on an earlier trend but becoming more pronounced due to the COVID crisis, the brand name of an organization is increasingly represented and personified by that organization's leader.

This trend appears driven, surveys suggest, in large part by demand from the public, the media, politicians and other stakeholders for a form of certainty and trust-worthiness, and who look to organizations to take a stand on particular issues. Does the organization take the virus seriously, and along with that, care for its employees and customers? Does it put its name and resources behind discernable, meaningful efforts to promote health and safety, and look after customer interests? And with that, is the brand trustworthy and reliable?

Prominent PR communications market watcher and commentator Frank Peters, owner of Virtus Communications, points out that as far back as 2015, PR agencies such a Weber Shandwick already ascribed nearly 45% of an organization's reputation to that of its CEO or other senior-most leader. "That has only increased, and with COVID, the role of the CEO as reputation maker and maintainer has become clearer than ever. Winning trust, including the client's trust, thus ties in closely with the credibility of the CEO, and what is more, that is increasingly true not just in times of crisis, but continuously."

The implication, observes Peters, "is it pays for CEO's now more than ever to articulate their organization's anti-COVID efforts and embody an organization's care for its own staff and customers, and in so doing generate greater trust in the brand. That is irrespective of industry."

To what extent individual convention centre, exhibition centre, organizers and other venue leaders are stepping up their profile during business re-opening efforts is not clear, as measurement of the matter is minimal. But simply starting with awareness, the fact that leaders of companies now have "an ever stronger position to move the needle and increase trust and reputation," as Peters puts it, is one worth contemplating, particularly as part of any major media, marketing or client engagement strategy for the re-opening period.

These two insightful surveys can be found here:

Brandfog from 2020 can be accessed here.

Edelman in 2021 can be accessed here.

EMERGING GOOD PRACTICE:

2.7 Multi-Purpose Event Centre Management

While limited in number, several convention and exhibition centres have re-opened for business while at the same time continuing to serve their community as a temporary hospital, testing centre, or increasingly, vaccination centre. One facility to do all four at the same time, a category apart, is the Dubai World Trade Center.

Venues (still) performing a medically-oriented community function around COVID relief who are looking to re-open for business at the same time, in effect becoming a multi-use venue, can expect a number of challenges. These range from complications in planning for re-opening events to keeping logistical and staff support operations for different functions apart to keeping your clients well-informed about what is happening where when. Select experiences from a variety of AIPC-ICCA-UFI facilities that have undergone this 'being a multi-purpose venue' process over Q4 2020 and Q1 2021 have allowed some good practices to emerge. These include the following:

1 | Keep the different functions of your venue well-separated. Seek to do this in an organizational, operational, and physical sense to the greatest extent possible. At the Dubai World Trade Centre, for instance,

Interior entrance and exit of the Ministry of Health and Prevention (MOHAP) vaccination centre inside the Dubai World Trade Centre

the different operations each have a separate entrance and exit, and are separately marked and branded as such. Observes Dubai World Trade Centre Senior Director Engineering Ali AbdulQader: "We set it up so that there is no cross-over between the different operations, each being able to function to its own interior requirements, like on ventilation, and each having a separate entrance and exit. This way supplies do not get mixed up, people do not get confused, and each operation, from our expo areas to the hospital, can function entirely independently without interfering with any other."

2 | Extend the separation of functions to its furthest logical point. Where feasible, keep cross-over points to a minimum: if you can organize separate parking, for say, exhibition clients in one section, with one entrance, and parking for COVID-19 testing site visitors elsewhere, with their own entrance, so much the better, extending out any pathway towards a particular functional area as far as possible. The same is true for communications: seek to use separate fields or 'topic boxes' on your website for different function – 'Click Here' for information on the testing clinic, click here for information on the vaccination site, and so on.

3 | Keep hospitality top of mind regardless of the function being performed. "We treat all visitors with an equally high hospitality level regardless of whether they are visiting a trade show, our vaccination center or our PCR test location in Za'abeel Hall 4," notes Senior Vice President Operations at the Dubai World Trade Centre, Sethu Menon. "Never forget you are in the hospitality business, even if you are contributing to resolving a national health care challenge set far apart from any kind of show or exhibition."

A focus on hospitality: warm, high-quality surroundings at one of the two vaccination centres inside the Dubai World Trade Centre

4 | Keep the management and staff running your other function(s) informed of what you are doing elsewhere. Pre-empting and de-conflicting different operations by keeping key players continuously informed has proven vital to preventing serious problems at various venues. Scottish Event Campus (SEC) Operations Manager Mark Laidlaw, when the National Health Service hospital at his facility in Glasgow looked to be extended by a vaccination centre operation, ensured that they would be regular, frequent meetings to ensure there would be no mix-ups. Various venues have found something as expedient as a twice-a-day 'management all-hands alignment group' call using WhatsApp quite effective.

5 | Track and protect your image around each functionality. Various PR Communications experts advise to remain cognizant of the fact that performing additional, other, non-event industry related tasks can sometimes draw different forms of attention which bear watching. If you are serving as a vaccination site, for instance, you might attract some attention from people who do not believe in, or have opposing views about, vaccination. So when your venue is performing multi-purpose functions, make certain you monitor your new possible audience and stakeholders correspondingly.

EMERGING GOOD PRACTICE:

2.8 Select Learnings on Organizing

One of Mexico's event market leaders, Tarsus normally organizes 13 large-scale shows a year. Like anywhere else COVID-19 suddenly presented a steep slope of challenges in Q2 2020, and only in Q4 did significant re-opening efforts get under-way. One vital event was the 22-24 October Expo Restaurantes 2020 at the World Trade Center in Mexico City. "It was more than a big challenge," observes Eduardo Rodriguez, Operations Director Tarsus Mexico, "for it was not just the first big re-opening show with all the to-be-expected health safety pressure and attention, but on top of that, it was a food show."

The fact that it had so many extra strict requirements because food was being prepared and served on a large scale actually helped with the learning curve, notes Rodriguez, who spent over three months helping prepare the show – actually three events folded into one – in detail. Among the key learnings he and his team attained:

1 | Learn what is necessary and what is redundant when it comes to health safety measures. "Yes," notes Rodriguez, "If you're not careful you can waste time and effort on the tiniest things, as in the beginning we did over such matters as is it safe to serve food off of regular plates and wash them, or should we use disposable, single-use ones? Come to terms with the health authorities, set some commonsense parameters around cost savings for safety, and then proceed."

2 | Embrace your competition to get better, faster operational health safety performance. "Cooperate and engage with everyone, including what you might normally see as the competition, as this is about adapting the entire industry to cope with a singular phenomenon," states Rodriguez. "We have started periodical meetings with for instance Informamarkets and Reed Exhibitions, which have proven valuable for exchanging insights to improve operational health safety performance. Particularly useful when you're looking at steps that you want taken in a uniform manner across venues to achieve some level of standardization."

3 | Get your event occupancy or people density percentage straight with authorities, and use it to guide your measures. "Here in Mexico the government has decreed that for the time being that number is 30% – that is your maximum occupancy rate. We noticed that some people in the beginning were too focused on designing measures based on distancing between individuals, but looking at people density instead can actually offer easier solutions that can make things even safer, like plotting and setting up wider isles between booths, and creating more space for lines."

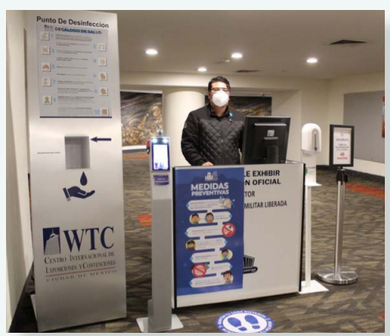
4 | Give live proof of your compliance where feasible, which builds both customer and government regulator trust. "With the use of Apps and a QR code we have made proving compliance easier," says Rodriguez, "as we put up screens that show the number of people present in different halls live at the entrance door, proving we are within the allotted limit."

5 | Use separate entrances for staff, exhibitors and visitors. Where possible Tarsus Mexico has found it highly useful to strictly segregate entry of staff, exhibitors and visitors to events. Sometimes this can be performed by the same crew doing temperature checks and other health compliance measures at the door, if entry is timed in different shifts or intervals. "It also helps with tracking and tracing, and giving the right people the right health safety instructions," states Rodriguez.

The live people count tracker at the entrance to a food expo hall.

6 | Whenever possible, run a full dress rehearsal of an event well ahead of time. Rodriguez notes that "We used organizers only to do a full run-through of the Expo Restaurantes 2020, in fact an entire month ahead of time." The September 2020 dress rehearsal revealed a number of health safety measure shortcomings that could be easily tweaked and improved, allowing the October show to proceed without hiccups.

A pictorial overview of the Expo Restaurantes 2020 B2B show can be downloaded here.



WTC, Mexico City: Entrance for Exhibitors for Expo Restaurantes 2020

EMERGING GOOD PRACTICE:

2.9 Advances in Queuing

Evolving good practice on safe queuing or 'lining up' of people at venues under COVID conditions for building entry and registration, whether for an event, COVID-19 testing, getting a vaccination or other, is expanding. This includes efforts aimed at optimizing space for social distancing in lines; optimizing through-put in time slots; and optimizing the visitors registration process as a whole – all applicable to a smooth re-opening for business.

Australian queuing expert Alan Wilson is but one of the international experts who have made much of their material publicly available and accessible, including a growing body of cutting edge research on line and space optimization such as the Chevron Queuing System invented by Wilson in 2020. The model, which helps with the distribution of people to optimize use of space, has found wide application at regular events, in COVID-19 testing facilities, and more recently, increasingly, in vaccine facilities.

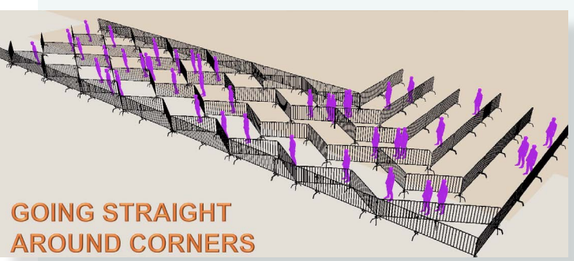


Image courtesy Alan Wilson Copyright | CrowdcontrolGuy.com

For an in-depth look on aspects of safe queuing in convention and exhibition centres and other venues, See the March 2021 AIPC-ICCA-UFI Good Practice Guidance 'Convention and Exhibition Centres as Temporary Vaccination Centres', chapter 5: Anticipating Likely Challenges.

This document can be accessed here.

EMERGING GOOD PRACTICE:

2.10 Emerging Good Practice: Advances in Signage

Signage of all kinds used worldwide to help implement health safety guidance varies widely. An entire sign printing cottage industry has emerged since Q2 2020 focused on COVID and medical themes, a lot of the imagery and practices based on medical community norms and standards. Both for events and other purposes such as serving as a testing or vaccination site, convention and exhibition facilities continue to evolve their sign design, as well as their placement, in an effort to get ever better behavioral results.

Many venues now boast signage underpinned by the latest insights of various design agencies, color psychologists, linguists and cognitive learning experts.

Based on amalgamated information from a variety of venues evolving best practice around safety, health and medical measures' signage now includes:

1 | Use a variety of signs rather than one size, type or color to reinforce the message or desired behavior. Place it at different points at different heights for reinforcement – the wall, a banner, the floor, and overhead screen – and not just at eye level.

2 | If possible, have the sign incorporate both a graphic and words. This tends to be more effective than a sign having either just words, or showing just a graphic. Generally, when using a graphic, the fewer words attached the more impactful.

3 | Apply or relate one core message per sign, rather than multiple messages. Whether indicating what behavior is required, providing a direction of movement or conveying another message, signs tend to be most effective when they convey only a single message.

4 | Use bright colors that make the sign stand out. Subtlety, nice design and something that resembles a venue's branding can be fine, but it is the sharpness of contrast that tends to make the sign draw attention. Related, consider the background of the placement: if it is the same as the sign, or wholly absorbs it, look to place it elsewhere to create maximum contrast.

5 | Consider the utility of making the sign in multiple languages, the default standard in most countries being the local language plus (in) English. The most important determinant is the message recipient: if the sign is for local staff or local visitors, like people in the community coming in for vaccines, the emphasis should be on the local language.

The Koelnmesse in Cologne, Germany, took a whole new series of signs into use when it opened as a temporary vaccination site in December 2020. In March 2021, General Manager Sandra Orth made the file of new best practice-based signs available for fellow AIPC, ICCA and UFI members.

This document can be accessed here.

Good practice signs for the vaccination centre inside the Koelnmesse, Germany

EMERGING GOOD PRACTICE:

2.11 Lessons from Re-Opening Leader China

Since conducting its first post-pandemic outbreak re-opening event back in June 2020, China has been the global market leader in terms of exhibition (physical) attendance numbers in the re-opening phase. While the country and the industry have experienced several serious challenges in the process to date, including a Beijing area lockdown causing the last-minute postponement of several re-opening shows, B2B exhibitions serving the domestic market have made a strong comeback.

Monitoring these developments and helping lead part of this turnaround is Tarsus CEO for Asia, Nino Gruettke. His company organized the largest return to business event in China so far, on 7-10 March 2021, Hometex China in Shenzhen. The nation's premier home furnishing event and one of the most important on the annual calendar of Tarsus Group in Asia, Hometex drew 92,000 visitors, which nearly broke 2019's record attendance.

Gruettke observes that looking at China's re-opening efforts, a number of points are valuable to bear in mind. These include:

1 | Embrace high government health safety requirements. Even with all the stringent health safety requirements put in place by the government; a time-consuming approval process; and much speculation about how COVID developments might affect clients' and authorities' reactions to particular news just before planned shows, those shows in China have come back strong, they are turning out very successful, and they are going very much to plan.

"There is a surge to catch up as people make up for lost time," observes Guettke, "and the tough measures mandated by the government help, as they singularly drive risk towards a minimum. So embrace high standards rather than seeing them as an obstacle, as they improve your likelihood for success."

2 | People are *really* eager to meet. "Interest in B2B shows of all kinds is strong," notes Guettke, "and within the parameters of health safety measures people want to be face-to-face irrespective of everyone wearing a facemask. What we are seeing in China in terms of exhibitors and buyers on the large domestic market coming together with high interactivity, I think other large markets like the US and Europe will be seeing that in their re-opening phases as well. The desire to engage is just tremendous, and the record numbers for Hometex are clear evidence of this. It demonstrates market resilience."

3 | Once the halls open up, digital demand may decline. "Exhibitions center on people and products, and the return of high-attendance events has so far, at least from our perspective, also seen a reduction in the demand for virtual services that was so strong during the worst of the pandemic," states Guettke. "I'd say consider readjusting your planning and marketing to decrease digital when the time comes, as it's face-to-face we see that people want most."

4 | Strong track and tracing capability fosters government confidence. China has an extensive COVID track and tracing system in place, and all show registry and attendance information, via an App, is geared towards serving the system. "Having it makes authorities more comfortable about what events can be put on," notes Guettke, "that is provided the organization is top-notch, health safety preparations are up to standard, and the good results hold – just about zero infections reported around re-opening shows. You could say, with that system, China has really crushed it in controlling risk."

5 | Keep your emergency scenario handy. Guettke says it is unavoidable that there are sometimes holds-ups and threatened postponements or even cancellations as a large market like China seeks to return to normal. "Local lockdowns or other setbacks are simply a risk right now, though we as Tarsus and China as a nation have been fortunate to see problems for the industry dwindle over time. This noted, it's important to always have a Plan B in case an event call-off occurs." One challenge has been the relatively short time frame between authorities' approval for an event and the actual starting date, often in the 7 to 10-day range.

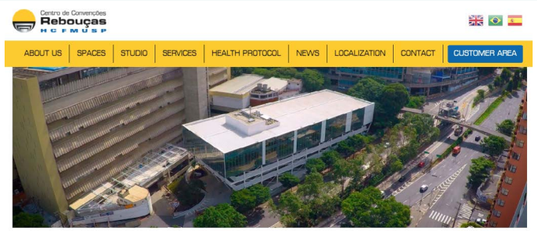
His advice for when a license is not granted or a city lockdown is declared: immediately call the venue and find a new show slot soon thereafter, thus postponing the event and pushing out the date(s) rather than having to cancel it. Next, once secured, inform your key clients about the new dates right away.

Record attendance level at the March 2021 Hometex in Shenzhen | Image courtesy Tarsus Asia

EMERGING GOOD PRACTICE:

2.12 Select Learnings on Training

The Centro de Convencoes or CC Reboucas in Brazil has served its community of Sao Paulo as a temporary vaccination center since January 2021. Most helpful, the facility is located adjacent to, and a unit in the complex of, the Hospital das Clinicas, home to the Medical School of the University of Sao Paulo. This co-location proved a boon to the rapid, relatively well organized changeover from convention to vaccination site. In line with good practice, the medical professionals capitalized on the organizational experience of the event professionals from the start, resulting in tight collaboration across disciplines from Nursing, Pharmacy, Logistics, IT, and Hospital Administration through to Engineering.



REBOUÇAS IN THE CURRENT SCENARIO

The convention center had a national first on 17 January that made a lot of headlines: it was the site for the first vaccination in all of Brazil, of 54-year old nurse Monica Calazans. The site experienced a highly successful start, particularly given that right from the beginning it was able to deliver record single-day vaccination numbers (starting with 24,000 health care workers), working 07:00-19:00 every day.

Looking back at the key success factors to drive this switch in function from underused event venue to mass vaccination site, CC Reboucas management had a range of learnings. Among those were a number that centered on the sometimes underrated area of training, both of staff and of others who will use the venue. These included:

1 | Pay attention to training in planning in general and make it a clear agenda item as in times of rapid change it is all too often skipped or neglected. When you as a convention or exhibition centre have to make sudden adjustments in your operations and core activities, whether it is building a new hybrid studio or becoming a medical temporary test site, think about the training, the skills your people require – who needs to-be upskilled in what to run this once it is operational, who will do this, how long will it take, what will it require? Make certain it is a checkbox on the planning roadmap, particularly if you are reopening after you have had a lot of turnover among staff.

2 | Make certain that all volunteers are covered in the, or at least a, training program. Depending on the situation, you may have a fair number of volunteers working on site: your own people, people from the outside, or a mix. CC Reboucas had a lot of its own staff volunteer to help with the vaccination effort as well as getting local medical community assistance, with no less than 900 volunteers who needed immediate training in different work areas and protocols. The point: you want only capable, well-trained people on site, particularly if they are going to be doing things which, if they go wrong, could possibly have a deleterious effect on your venue's good name and reputation. So, to the extent you can, check, verify, and help in the process of ensuring that all people on-site and volunteers in particular are properly qualified when it comes to their training.

3 | Ensure the training is of sufficient quality. CC Reboucas ensured it had top notch medical professionals to thoroughly instruct staff on guiding visitors and helping with vaccinations. Good quality training not only offers a level of assurance toward good performance but also that no part of the training has to be repeated, or adjusted, or extended. Training of staff for something to do with a medical function obviously is about high standards and particular requirements. This said, the principle for everything from training staff on how to replace digital studio circuit breakers to teaching your cleaning staff exactly how to clean a new remote control UVC bacteria-killing robot is the same: good training yield better results and narrows risks, including the risk of having to re-do the training.

Mass vaccination at the CC Reboucas

4 | Beforehand, always think back-up on who else might need training. Is there a chance the skill you are about to have your staff trained on will, in the near future, be needed in more than one shift? In more than one hall? For more than one client at a time? Things might start small-scale when you re-open, but things could go quickly after that – do you have enough properly trained people ready? Or will you have to train extra? Think matters through, and see if it is wise to have extra people trained in whatever people are being trained in. Your 'first performers' might get ill and need back-up; similarly, your re-opening sequence may be wildly successful, and you may shortly have

5 | Beforehand, always think back-up on who will give the training. Consider who will or can give your staff training if the primary trainer, or training team, cannot. From how to do an IT quick fix during a hybrid broadcast to assisting elderly people after a vaccination shot, a lot of things your staff might need to be trained on during these days of change may need to be learned on short notice. So when a trainer cannot show up for whatever reason (caught COVID, switched jobs, got caught by travel restrictions), you would have done well beforehand either figuring out who could do the training equally well on short notice, or what else might be done that is productive in the allotted time – like First Aid repeater training as a 'useful filler.'

EMERGING GOOD PRACTICE:

2.13 Capturing and Using Case Studies

Industry organizations like the AIPC, ICCA, SISO and UFI are producing or stimulating the creation of a growing volume of re-opening case studies. Usually centered on particular events at a particular venue, these studies regularly capture all manner of practically applicable insight for industry-wide sharing. Emerging good practice indicates venues contribute significant assistance to their peers and associations when they decide to capture their re-opening experiences, and report on them to a wide audience.

Case study author and award winning journalist Danica Tormohlen observes that part of the trick in generating good case studies is not rehashing the known and obvious but high-lighting the new, unique and different. "A lot of the real learnings from re-opening shows come down to how things are organized, how people handle things, and insights on what works and what doesn't around communications. Exhibitors and attendees both are trying to get properly prepared to run what is essentially a new process, or at least one under far more rigorous health safety conditions. And some re-openings I capture in case studies are truly novel, or have unique features." One example is one of the first trade shows in the US to feature actual testing for COVID-19 of all its 4,000-odd attendees, the 9-11 February 2021 'MAGIC Pop-Up' fashion show at the Orange County Convention Center in Orlando, Florida. Observes Tormohlen: "Conveying that kind of new experience, with that kind of learning curve, is key to case study value."

JANUARY 11, 2021

SISO/UFI Deeper Dive: Case Study on IGES & SMGS

Show & Sell: An inside look at two gift shows held in-person in November 2020 in Tennessee

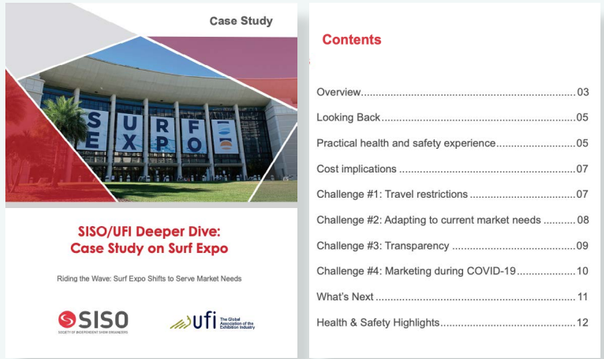
Tormohlen has authored a series of reports since Q3 2020 covering different events and organizers in the United States, including shows by Clarion, Emerald, Tarsus, All Show Services and Informa, providing her a unique comparative perspective. She notes that the experience has "shown in particular just how important communications is, especially in the ramp-up towards an event – webinars, call campaigns, briefings: they're often vital to success."

Tormohlen and a number of industry leaders articulate a few key points as to the value of re-opening case studies, including:

1 | Their usefulness lies in more than just learning from another venue's experience, noteably in demonstrating that events can be held safely even during a pandemic. Notes David Audrain, Executive Director of the Society of Independent Show Organizers (SISO) and Co-President of the Exhibitions & Conferences Alliance (ECA): "Good case studies also capture experiences of importance to health authorities and lawmakers, as they build a record of how re-opening events have fared. In a larger perspective, they show events can be and are being done safely and that venues and organizers can meet all the compliance demands placed on them. They also prove the validity of standards such as the All Secure Standard. Over time, they are helping build a track record that tells government: yes, this can be done safely, and yes, you can give a green light for that event."

2 | Case studies demonstrate industry diligence. It is not just venue and exhibition organizer peers and the authorities who can make good use of case studies, so can clients and marketing departments. In demonstrating the level of care and detail conference, exhibition and other venues apply around health safety and all that supports this – from new attendee registration procedures to all manner of innovations – they can constitute 'evidence' of how well the industry is up to the challenge, and can be trusted.

3 | Writing a case study on your experience is a real contribution to the trade, especially events that yielded significant lessons learned. In a lot of cases, notes case study author Tormohlen, "It is not so much a matter of things going right or not, but of



Example of a recent SISO and UFI case study on the Surf expo

efficiencies learned: how things could have gone even smoother or faster and what was learned to ensure better performance next time." Unless captured and passed on as a case study, many venues' learnings are rarely passed on, let alone to a wider industry audience.

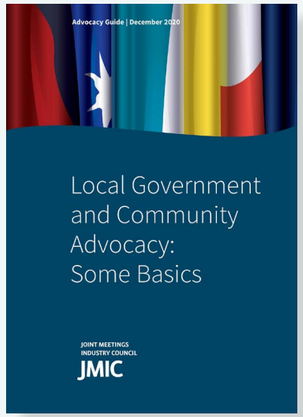
4 | The output tempo of new case studies is increasing, achieving a decrease in the time between lessons learned and applied. Among leading organizations to foster and facilitate case study research and publication, and helping reduce 'time to publish,' are UFI and the Society of Independent Show Organizers (SISO)

Their co-produced case studies can be accessed here.

EMERGING GOOD PRACTICE:

2.14 Supporting Strategic Industry Initiatives

Worldwide, leadership of venues appears to have become more active with re-opening advocacy, leaving it not just to association leaders and spokespersons to do this for them. Many are doing so mostly through more energetic participation in associations, business councils and other partnership, public-private and trade organizations active at the national and local level. Industry leaders believe that top venue executives actively supporting industry recovery initiatives have become increasingly important in making actual progress in the re-opening phase in many countries, as well as preparing for a strong exploitation of initial successes.



Seeing the trend, in December 2020, the Joint Meetings Industry Council or JMIC published a new resource on the topic to help venue leaders, this one focused on government-geared advocacy, the "Guide to Local Government and Community Advocacy."

This document can be accessed here.

"The challenges facing the events industry here in the United States is in a lot of ways reflective of the overseas experience, in that many of our challenges are the same," notes David Audrain, Executive Director of the Society of Independent Show Organizers (SISO) and Co-President of the Exhibitions & Conferences Alliance (ECA). "Working together on a re-opening or industry revival agenda works best when there is a level of unity, goals are clear, and efforts are delineated. These are difficult, complex issues, and venue leaders coming together to work towards common goals are proving a vital factor in driving progress."

SISO and ECA now organize weekly CEO meetings to help drive continuous top-level engagement in larger market re-opening efforts. According to Audrain, "This is resulting in great promise not just on first steps, but in preparing to really exploit the recovery period."

Among the larger, strategic challenges Audrain sees in the US market, one of the world's largest:

- A lot of politics and emotion trumping sound economics and analysis;
- Lack of inter-government alignment, resulting in city, state and federal authorities often having conflicting views/programs/initiatives/event permit regimes;
- Flowing from the foregoing, a diffuse, unclear regulatory landscape;
- Significant inconsistencies in the financial support venues can and do receive; and
- Inconsistent industry messaging and information flows to government decision-makers resulting in campaign ineffectiveness and recurrent uninformed decisions.

There are several areas where Audrain sees venue leadership helping the sector at a strategic level by their increased, joint engagement in the United States. To the extent these points might be replicable or applicable in other countries for organizations such as a SISO and ECA to pursue, these include:

1 | Supporting venues' push for more financial support from local, regional and national government, whether in direct aid, tax breaks, or by other means;

2 | Briefing authorities so that they may recognize the value of the event sector for industry at large, and as a catalyst for economic recovery in particular;

3 | Helping the sector attain greater standardization around health and safety measures, for instance by applying the UFI or All Secure Framework;

4 | Fostering the dissemination of new, iterative information among venues and organizers toward improving health and safety practices so they continuously improve their processes in this area, as opposed to being static and falling behind;

5 | Helping capture and distribute lessons amongst industry learned through Case Studies and by other educational, instructional means;

6 | Supporting certification schemes that enhance trust in the industry, both towards clients and regulators;

7 | Sponsoring scientific studies that help the industry attain insight on how well it is actually performing in health safety areas, such as the Q1 2021 scientific study on re-opening shows backed by SISO and ECA being carried out by Epistemix, a firm specialized in event infection spread simulation and studies.

8 | Driving new tool development that has strategic value, or is of a strategic stature. SISO and ECA in concert with other organizations are working towards development of a new event risk management dashboard tool which projects potential infection rates at future events. The tool may be used not just to help assess risk for particular shows or events, but could also demonstrate to other stakeholders such as local government just how limited a risk a particular event could/would pose.

3 GOOD PRACTICE: Personnel and Personal Safety

THIS BACKGROUND COLOUR INDICATES NEW **V3** CONTENT

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

3.1 Risk Analysis

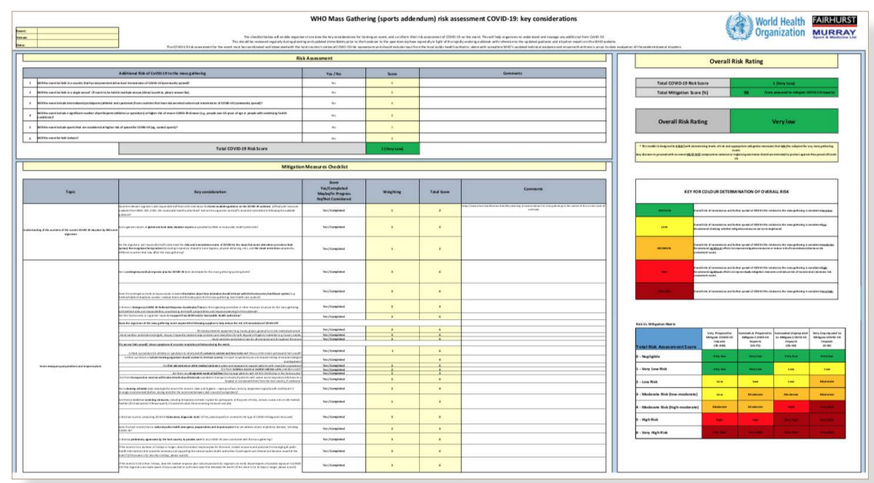
Health safety risk analysis to control COVID-19 infection and strive towards a 'controlled environment' is evolving. For many if not most government health authorities around the world, World Health Organization (WHO) risk assessment guidance is the leading reference point. Any decision to restrict, 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.

This webpage can be accessed here.

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 adaptions 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.



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 asses 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.

Accessible here.

• The generic or general WHO events module.

Accessible here.

• The WHO now offers a free online risk assessment training course for using the toolkit.

Details can be accessed here.

• 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.

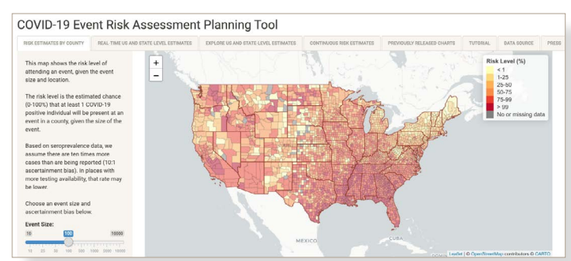
It can be accessed here.

• The Canadian government has published an updated risk assessment tool for mass gatherings.

Accessible here.

• 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'.

Accessible here.



• 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).

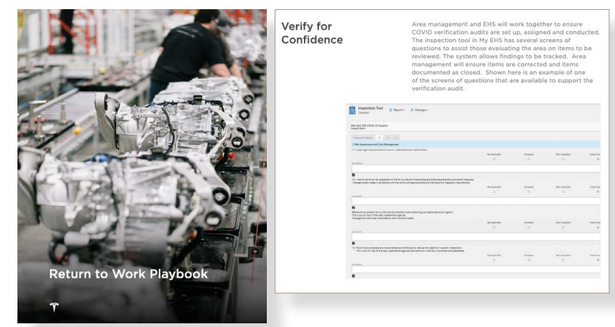
Accessible here.

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.

Accessible here.



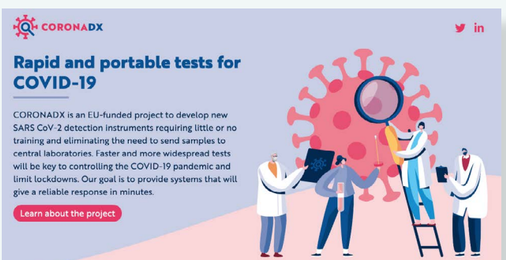
Another example, this time of an approach to auditing ('Constant Vigilance'), can be found on a short tutorial video of the ISSA Global Biorisk Advisory Council (GBAC) STAR 20 Elements program.

Accessible here.

10 | Consider how truly rapid COVID-19 testing – as opposed to screening – of event staff and attendees might be applied as a strategic event risk minimizer. Different contributors to this guidance note that while progress has been made over Q4 2020 and Q1 2021 when it comes to staff and event attendee testing services and insights, and a lot of antigen swab testing is performed in the industry, major breakthroughs are still desired that would:

- Offer truly fast reliable testing of people (result within a minute or two);
- Do so in a manner that is convenient and requires no/minimal assistance;
- Do so in a manner where the results are electronically captured as part of an integrated platform; and
- Do so at a low cost.

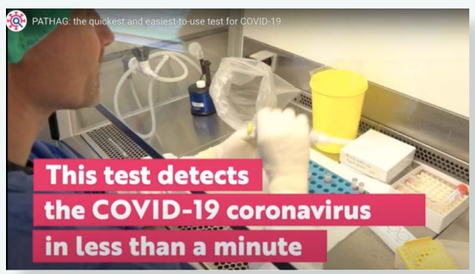
Risk analysis at many venues for some time now encompasses the actual or planned testing of staff with testing time ranging from about 20 down to 8 minutes to see results. In addition, risk analysis at a growing number of venues now looks at programs that allow events attendees (and staff for that matter) to self-test at home or be tested by a third party well ahead of the event, and then, with a negative result and that result being captured in an App, go attend an event. "Interest all around this is booming," notes RAI Amsterdam Safety and Security Manager Mark ten Oever. "We and I know other leading venues are working with partners to develop an entire tailor-made customer menu in this area, where test results are logged and can be integrated with event registration and so on. We're all hoping for progress on testing near-term in this regard, not just to speed matters up, but to make the process in its entirety safer and function better, and move towards a more reliable, seamless customer experience."



As part of this development, many venues are still desirous of faster tests that would allow immediate on-the-spot testing of large numbers of people. For convention, exhibition and other event venues, the search for better, faster, more affordable tests is considered important not just for the re-opening phase but the longer term as well. Many health experts foresee that virus variants and shortcomings in vaccination plans and or schemes to prove one is vaccinated will likely continue to push a longer-term demand for (rapid) testing for crowds. At the same time, many governments as of Q1 2021 express concern about testing program shortcomings, and have yet to verbalize what they see as 'hard' mass event test requirements, particularly while pilot programs are still ongoing.

The most rapid reliable, government-approved tests currently available on the global commercial market generally take about 5 minutes and are relatively expensive. The search for a truly fast, truly reliable less-than-a-minute test is still on. Hundreds of companies and dozens of research institutes around the world have been engaged in the search for better, faster, and cheaper COVID-19 tests since roughly February 2020 as the pandemic was yet to fully unfold. Since that time much progress has been made, though the science itself; the lack of central, transnational organization to coordinate efforts (in spite of WHO attempts thereto); the dropping out of several important test research players; and the shifting of partners within all manner of different collaboration schemes have proven major challenges.

Among the larger, better funded and well-supported initiatives hoping for a near-term breakthrough is the European and Chinese backed health research consortium known as Corona DX. Its sole focus is to develop rapid, portable COVID-19 tests, and its research centers on just three particular types of tests. Its most ambitious is a test called PATHAG, which aims to render a result in under one minute.



The website of the project can be found here.

Among more recent testing issues, developments and thoughts noted and considered by AIPC-ICCA-UFI members as part of their event and operations risk analysis efforts are:

a. Consider what your future process for mass rapid testing might look like, what it might require, and ensure it can be part of a reliable, integrated system. There where health authorities will not allow event organizers to suffice with a test taken well in advance, especially if a really fast, cheap one is developed, venues worldwide will probably have a key role in any future (really) fast testing process. Exactly what it will entail – swabbing, spitting, breathing etc. – is not yet wholly clear, but it may well be an on-the-spot type of activity and the process and its findings will have to be digitally captured and auditable. While some countries and some companies are quite advanced in managing such processes, other are not. In practical terms: if authorities in the future say no to a (pre-)test at home and demand an on the spot test to attend an event, what will this require? What will be needed in terms of IT systems, instructors, waste handling? How will the test results be integrated with the registry process? Having a small group of venue staff starting to think such issues through may well pay dividends when a 'super' fast test for on the spot use becomes available.

b. For most health authorities, testing by an independent party is still the requirement. While the shift towards self-testing is underway in a few countries, it is not yet the norm, and in most countries compliance rules are still such that to test staff or event attendees, venues must use an independent contractor, and test-givers or monitors must meet certain certification criteria. It may pay to maintain close contact with a potential contractor early, not to mention health authorities, and walk and talk through what might be needed once a fast test becomes available. If certified tasks need to be performed, perhaps your own people could be trained to do this.

c. The pre-event on the spot crowd testing company has arrived, but its tooling to process large number is still limited in terms of speed. A growing number of smaller event venues in various countries are using newly formed contracting companies who offer on the spot testing specifically for events, not just workplaces in general. One example of such a firm that has attained prominence in the United States is EventScan, which offers clients the option of testing (plus other forms of screening, like temperature screening) event attendees and or staff within a 10 minute timespan:

- At their hotel beforehand
- In a drive-up set-up at venue parking
- In a tent outside the venue
- At the venue entrance

The EventScan webpage can be found here.

d. The post-event screening company has also arrived, but its utility is foremost as an after-the-fact, check-on-the-door health guardian. An example of such a firm, which responds within two hours to a call-out once a facility reports a suspected COVID-19 case, is the Dutch company Medicorps. The firm bills itself as an 'epidemic outbreak control' service.

e. Use risk analysis and testing option scenarios to help clients plan or attend future events. Risk analysis thinking can be used to facilitate customers for projects that are still some time off, and fold into briefing materials or marketing efforts that outline (testing) options for mitigating risk under different circumstances. The Dutch organization for the 2020 Eurovision Song Festival, pushed forward into 2021, used a scenario approach around testing to help delegates, officials, volunteers, staff, and the media prepare in a January 2021 publication.

The document can be found here.

f. Public-private initiatives are getting underway to foster fast testing in advance of events with a 30 minute window. An example of such a program in the United States is New York's Forward Rapid Test program launched in February 2021. The scheme meant to help theaters, cinema's, auditoriums, sports arenas and other crowd venues open back up involves a state-coordinated and state-sponsored effort allowing people to get tested up to 30 minutes before an event using subsidized tests of US$ 30 each that can be taken at a wide range of facilities, notably pharmacies part of the plan.

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 a 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.

Accessible here.

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 labeled; 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 here.

4 GOOD PRACTICE: Physical Distancing

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 | Make physical (or social) distancing an integral part of all your planning as it relates to day-to-day operations and events. For the foreseeable future, physical distancing is a requirement of most health authorities (and clients) worldwide, even as vaccination programs progress. Ensure it is a factor in all your planning accordingly.

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.

This document can be accessed here.

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.)

CREATE A SOCIAL DISTANCING PLAN

Decreasing Density, Schedule Management, Traffic Patterns

- ❒ Consider utilizing a mobile app with geolocation for clocking in/out
- ❒ Stagger break times or consider providing additional break room seating outside in a temporary building
- ❒ Rearrange seating areas for extra spacing
- ❒ Increase space between production stations where possible or consider alternate stations
- ❒ Install plexiglass shields/dividers at workstations, packing benches, etc.
- ❒ Manage worker density and foot traffic
  - ❒ Designate and signpost the direction of foot-traffic in main circulation paths
  - ❒ Reduce number of workers permitted in an aisle or area at one time
  - ❒ Consider allocating certain employees to specific picks to avoid cross contamination
  - ❒ Consider one-way routes
  - ❒ Mark proper distancing using rubber mats or floor line markings
- ❒ Consider radios or similar means to communicate with personnel in place of standing meetings
- ❒ Train security personnel on effective PPE use and distancing during inspections of personal property
- ❒ Review procedure for exchanging truck keys with warehouse workers
- ❒ Reduce load times to allow drivers to remain in cab during loading/unloading
- ❒ Review potential use of a mobile app to record/review booking paperwork and manifests
- ❒ Address potential congestion in locker rooms, restrooms, smoker shelters
- ❒ Close non-essential spaces like gyms or shower facilities

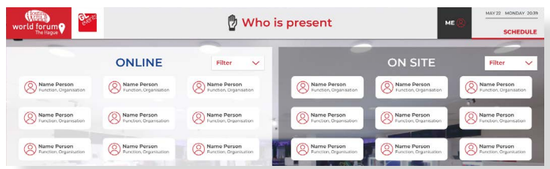
Example of outline for a Social Distancing Plan developed by the global commercial real estate company Cushman & Wakefield.

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.

This document can be accessed here.

4 | Consider as part of your physical distancing strategy and 'hybrid event' exploration the possibilities for interlinking with other events venues, and evolving 'broadcast studio' events. 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 Middendorf 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."

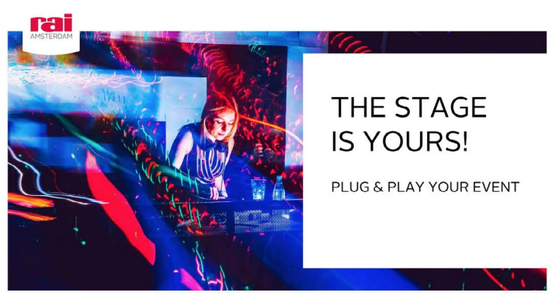


Several venues are exploring studio broadcasting type services, some linking to clients through communications platforms like Webex, Zoom, or Teams such as the Prague Congress Centre, and others are more focused on use of livestreaming to designated webpages. Sveska Massan in Gothenborg, Sweden is reporting 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 here.

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.



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 heels 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

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.

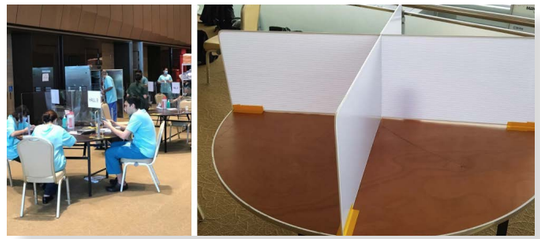
5 | Consider using and marking outdoor areas as part of a one-way routing scheme. To promote one-way routing of people, some facilities are now directing persons to walk one way within a buildings or hallway, and the other way just outside the building, thus using the exterior of buildings as a one-direction 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.

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

4.3 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 emphasison 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 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;

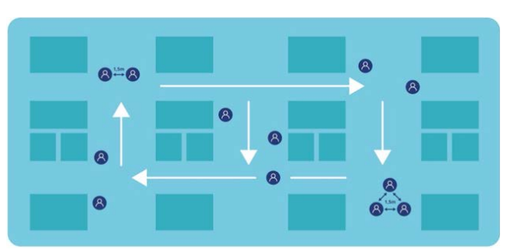
• Using plexiglass partitions to separate booth/stand staff from visitors;

• 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.

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

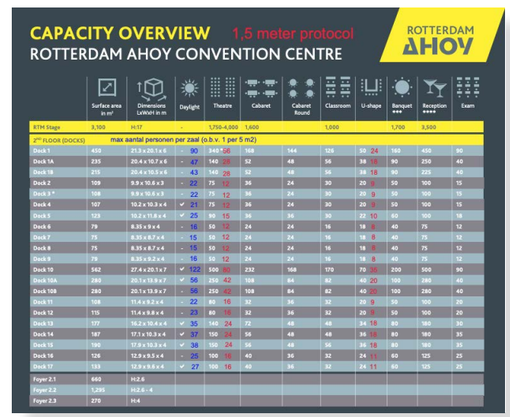


Sample floor map created by Dutch event organization CLC-VECTA.

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.



CAPACITY OVERVIEW 1,5 meter protocol
ROTTERDAM AHOY CONVENTION CENTRE

	Surface area in m²	Dimensions LxWxH in m	Daylight	Theatre	Cabaret	Cabaret Round	Classroom	U-shape	Banquet ★★★	Reception ★★★★	Exam
RTM Stage	3,100	H:17	-	1,750-4,000	1,600		1,000		1,700	3,500	
2nd FLOOR (DOCKS)	max aantal personen per zaal (o.b.v. 1 per 5 m2)										
Deck 1	450	21.3 x 20.1 x 6	- 90	345 -26	168	144	126	50 -24	160	450	90
Deck 1A	235	20.4 x 10.7 x 6	- 47	140 -20	52	48	56	38 -18	90	250	40
Deck 1B	215	20.4 x 10.5 x 6	- 43	140 -20	52	48	56	38 -18	90	250	40
Deck 2	109	9.9 x 10.6 x 3	- 22	75 -12	36	24	30	20 -6	50	100	15
Deck 3 *	108	9.9 x 10.6 x 3	- 22	75 -12	36	24	30	20 -9	50	100	15
Deck 4	107	10.2 x 10.3 x 4	✓ 21	75 -12	36	24	30	20 -9	50	100	15
Deck 5	123	10.2 x 11.8 x 4	✓ 25	90 -15	36	36	30	22 -10	60	100	18
Deck 6	79	8.35 x 9 x 4	- 16	50 -10	24	24	16	18 -8	40	75	12
Deck 7	75	8.35 x 8.7 x 4	- 15	50 -12	24	24	16	18 -8	40	75	12
Deck 8	75	8.35 x 8.7 x 4	- 15	50 -12	24	24	16	18 -8	40	75	12
Deck 9	73	8.35 x 9.2 x 4	- 16	50 -12	24	24	16	18 -8	40	75	12
Deck 10	562	27.4 x 20.1x 7	✓ 122	500 -80	232	168	170	70 -50	200	500	90
Deck 10A	280	20.1 x 13.9 x 7	✓ 56	250 -42	108	84	82	40 -20	100	280	40
Deck 10B	280	20.1 x 13.9 x 7	- 56	250 -42	108	84	82	40 -20	100	280	40
Deck 11	108	11.4 x 9.2 x 4	- 22	80 -16	32	36	32	20 -9	50	100	20
Deck 12	115	11.4 x 9.8 x 4	- 23	80 -16	32	36	32	20 -9	50	100	20
Deck 13	177	16.2 x 10.4 x 4	✓ 35	140 -24	72	48	48	34 -16	80	180	30
Deck 14	187	17.1 x 10.3 x 4	✓ 37	150 -24	56	48	48	36 -16	80	180	35
Deck 15	190	17.9 x 10.3 x 4	✓ 38	150 -24	56	48	56	36 -16	80	180	35
Deck 16	126	12.9 x 9.5 x 4	- 25	100 -16	40	36	32	24 -11	60	125	25
Deck 17	133	12.9 x 9.6 x 4	✓ 27	100 -16	40	36	32	24 -11	60	125	25
Foyer 2.1	660	H:2.6									
Foyer 2.2	1,295	H:2.6 - 4									
Foyer 2.3	270	H: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.

Find details here.

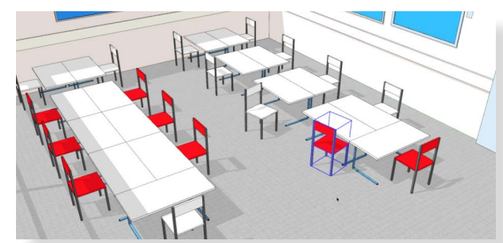
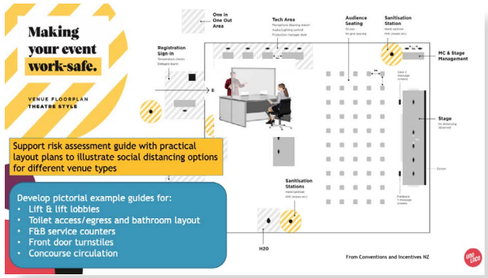


Image from the new SkethUp tool from Modelur.



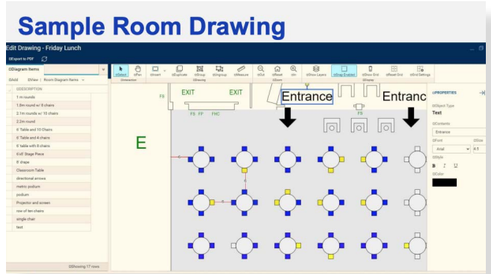
A growing knowledge pool: new guidance released in May 2020 by Convention & Incentives New Zealand.

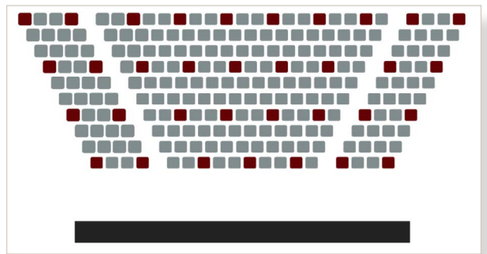
5 | Consider dynamic as well as static seating numbers analysis. Simply put, dynamic seating analysis allows for pre-registered persons who are together who do not need to maintain physical distancing (typical example: family members) to sit together. Adding up such pairs or small groups of 2, 3, 4 or even more people and having an algorithm calculate a new seating plan can greatly enhance seating capacity.

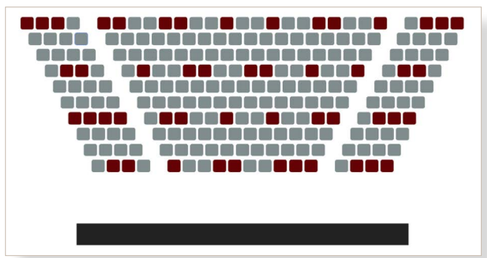
Find an explanation of the concept from the theater and concert world here.

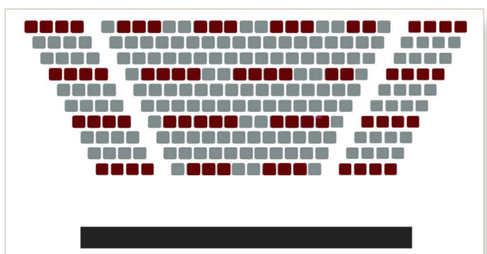
6 | Strive towards integrating room configuration planning and marketing. Venues use a wide variety of means to calculate seating capacity and configurations. Increasingly, software tools are being used that have been specifically developed for this purpose, and increasingly, marketers are finding it 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.

It can be accessed here.









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.

5 GOOD PRACTICE: Health and Safety Measures

THIS BACKGROUND COLOUR INDICATES NEW **V3** CONTENT

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.

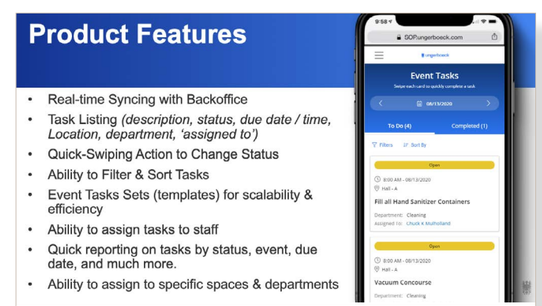
Among recently released general resources to help managers structure and initiate health safety measures are the German "RIFEL Event Safety and Security in the Context of COVID-19" guideline and the global "Event Safety Alliance Reopening Guide."

Find the Event Safety Alliance Reopening Guide here.

Find the webpage here.

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 mushrooming' 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.



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 vain, 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.

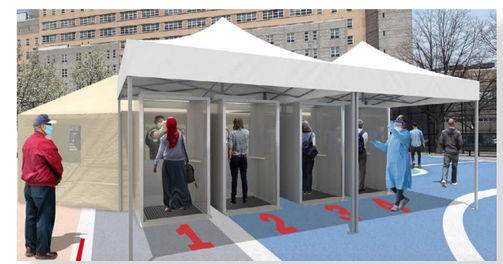
An example of such guidance is the slide-set made for the 30 April – 5 May 2020 Hunan Auto Show, the first major exhibition after the first COVID-19 outbreak and lockdown at the SNIEC Hunan.

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:

COVID-19 Screening Strategies for Urban Spaces

Temporary Partition Walls and Structure Solutions



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 finger-print 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 SNIEC 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:

Using FLIR for Elevated Skin Temperature Screening

User's Manual FLIR Cx Series

Ultimate Guide of Using Infrared Thermometer Gun

User's Manual DIGI-Sense Infrared Thermometer

Instruction Manual Digital Ear Thermometer

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 COVID0-19 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.

Accessible here.

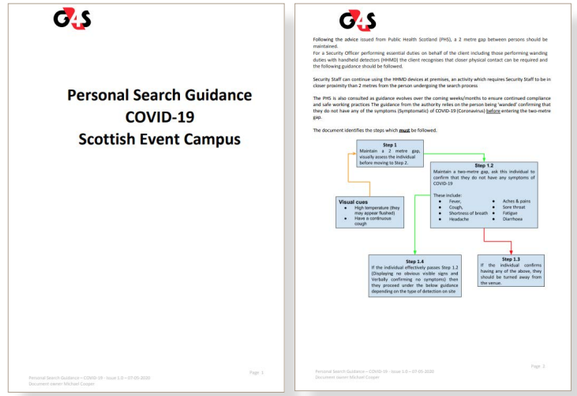
• Have security check that new HSE health safety control measures do not create new security challenges, and work to mitigate any new vulnerabilities. One example is efforts to improve air circulation in buildings by keeping windows or doors open; another is the use of additional entrances (more than 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

UK CPNI Guidance on Protective Security Management Systems (PSeMS), Including its "Pandemic Self-Assessment Checklist


G4S

Personal Search Guidance
COVID-19
Scottish Event Campus

G4S

Following the advice issued from Public Health Scotland (PHS), a 2 metre gap between persons should be maintained.
For a Security Officer performing essential duties on behalf of the client including those performing wanding duties with handheld detectors (HHMD) the client recognises that closer physical contact can be required and the following guidance should be followed.

Security Staff can continue using the HHMD devices at premises, an activity which requires Security Staff to be in closer proximity than 2 metres from the person undergoing the search process.

The PHS is also consulted as guidance evolves over the coming weeks/months to ensure continued compliance and safe working practices The guidance from the authority relies on the person being 'wanded' confirming that they do not have any of the symptoms (Symptomatic) of COVID-19 (Coronavirus) before entering the two metre gap.

The document identifies the steps which must be followed.

Step 1
Maintain a 2 metre gap, visually assess the individual before moving to Step 2.

Step 1.2
Maintain a two-metre gap, ask this individual to confirm that they do not have any symptoms of COVID-19

These include:
- Fever,
- Cough,
- Shortness of breath
- Headache
- Aches & pains
- Sore throat
- Fatigue
- Diarrhoea

Visual cues
- High temperature (they may appear flushed)
- Have a continuous cough

Step 1.4
If the individual effectively passes Step 1.2 (Displaying no visible or public signs and verbally confirming no symptoms) then they proceed under the below guidance depending on the type of detection on site

Step 1.3
If the individual confirms having any of the above, they should be turned away from the venue.

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.

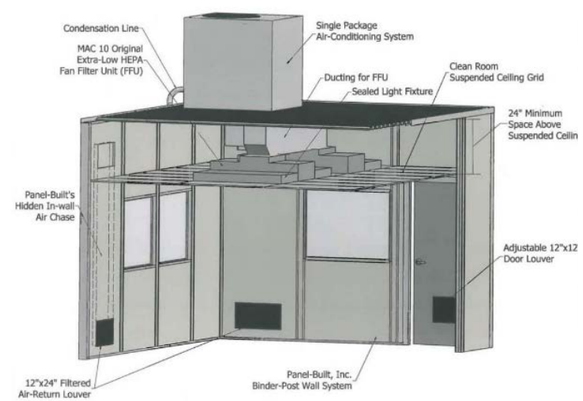
5.1.2 Negative Health Screening Test Management

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."

Accessible here.

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.

Accessible here.



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, see the website of Panel Built, Inc.

Accessible here.

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:

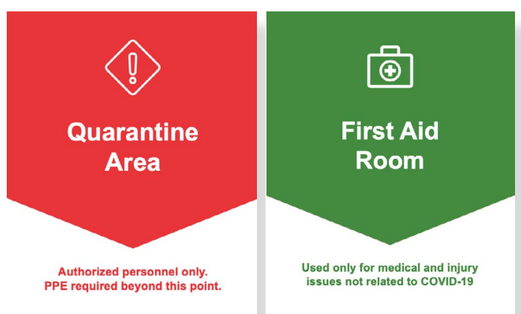
Accessible here.

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)."

Cleaning and Disinfecting Your Facility

Interim Guidelines for Environmental Cleaning and Disinfection of Areas Exposed to Confirmed Case(s) of COVID-19 in Non-Healthcare Premises

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:

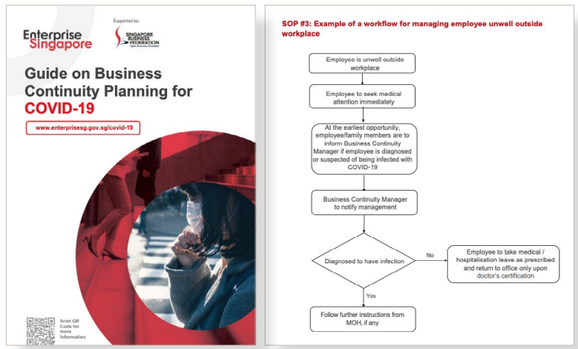
SOP 1 | Example of a workflow for visitors screening at the workplace

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.

This document can be downloaded here.



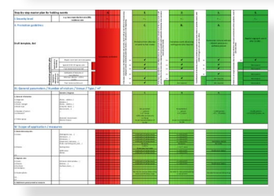
5.1.3 General Cleaning, Sanitation and Disinfection

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."

Accessible here.

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).



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.

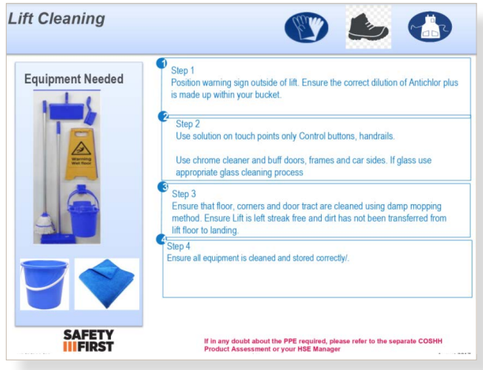
Accessible here.

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.

Cleaning and Disinfecting Your Facility

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 mop-ping 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.

Access this guide here.

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.

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.

Access the Harvard University blog here.

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.

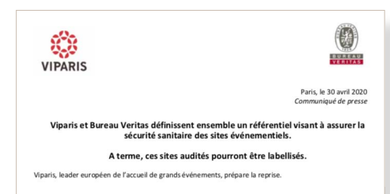
April 2020 press release by the Brussels Expo on adopting UV-C technology.

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.


VIPARIS

Paris, le 30 avril 2020
Communiqué de presse

Viparis et Bureau Veritas définissent ensemble un référentiel visant à assurer la sécurité sanitaire des sites événementiels.

A terme, ces sites audités pourront être labellisés.

Viparis, leader européen de l'accueil de grands événements, prépare la reprise.

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

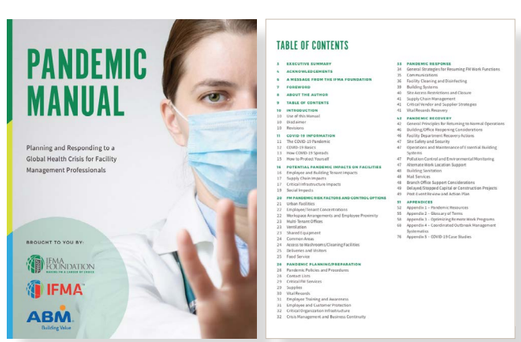
10 | Consider other ways of minimizing the need for contact in general. From going cashless so no more cash money is needed or used inside a venue, to asking people who park in your parking garage to leave their outdoor coats in their car so the cloak room does not have to be visited, there are many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

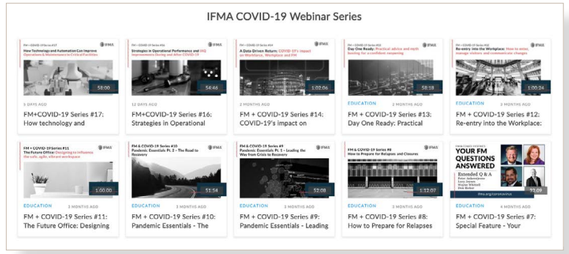
Diane Levine, Executive Director of the IFMA Foundation (which oversaw production of the Pandemic Manual), adds that "When it comes to facilities and COVID-19, new norms and standards are now developing that will guide industry for years to come. Outside of frameworks and measures, we are also seeing 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 here.



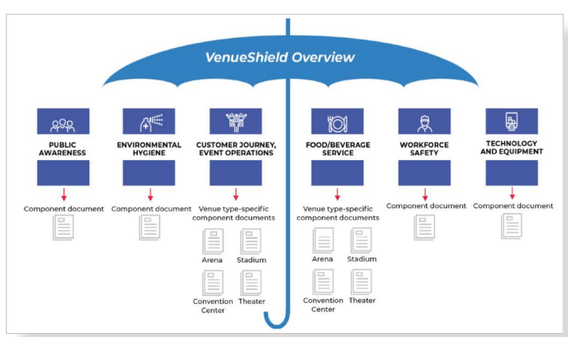
IFMA, which operates a Rapid Response Taskforce to meet ongoing member challenges, has also developed a return-to-work framework to assist facility managers, and augments information around newly developing good practices with a series of regular webinars. The webinars can be accessed and attended free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

Accessible here.



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 here.

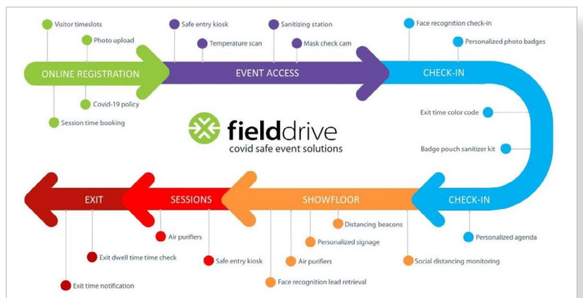


13 | Another firm offering an even more all-inclusive approach towards meeting G3 framework objectives is Belgium-based Fielddrive, which aside from policies, protocols and procedures offers the required turnkey equipment, technology and services for an end-to-end solution. States Fielddrive Vice President 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.

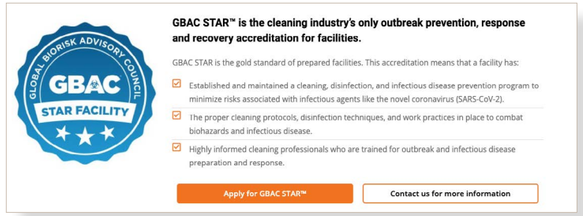
The file can accessed here.

A short video on the test case use of the concept at the re-opening of IKEA in Belgium can be found here.



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.

Find details here.



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.

The file can accessed here.

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

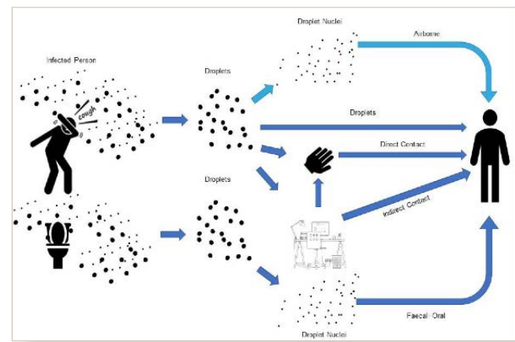
1 | Be aware that good practice on the air or aerosol health risks of COVID-19 is still evolving. COVID-19 is thought to spread mainly through close contact from person-to-person through respiratory droplets, and there is still ongoing scientific debate about the extent to which the virus remains in 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.

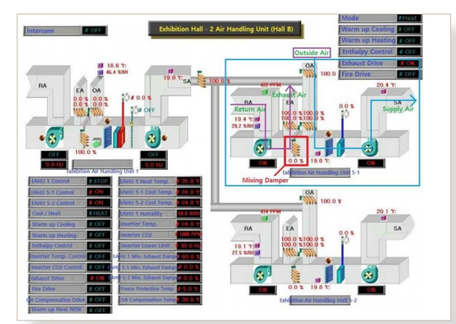
For further specialized detailed insight on heating, ventilation and cooling, see the "How to operate and use building services in order to prevent the spread of COVID-19 in work places" guidance of the Federation of European Heating, Ventilation and Air Condition Associations (REHVA).

Access this guide here.



REHVA guidance schematic.

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 is safe non-touch manner, e.g. with a foot pedal or a wall-mounted know 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 that 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 experiences, 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 via communications 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.

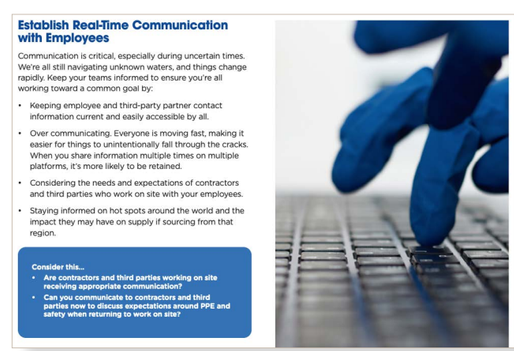


Image from 'A Blueprint for Businesses' on lessons learned reopening, made to share with other businesses by US grocery store chain Kroger.

Access "A Blueprint for Businesses" here.

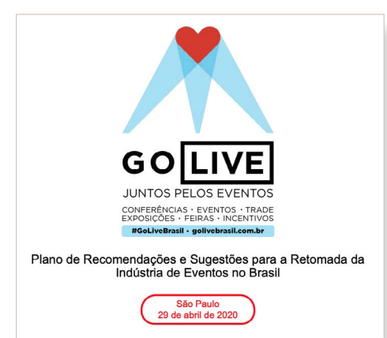
3 | Within venues, consider use of the 'Safe Distancing Ambassadors' concept developed by SingEx in Singapore featuring specially trained staff who help enhance visitors' awareness. Well-dressed, polite, well-instructed and well-equipped, such 'Ambassadors' can play a positive, proactive safety-regime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

Access the English-language version of the guide here.



The cover of the GoLive Brasil guidance.

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 communique 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.

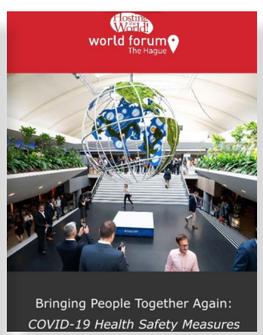
See Appendix 6 for the full Helsinki Messukeskus press statement text.

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.

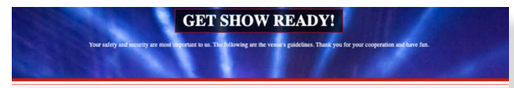
It can be viewed here.



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.

Find this page here.



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."

AIPC and UFI Good Guidance on Covid-19 Challenges

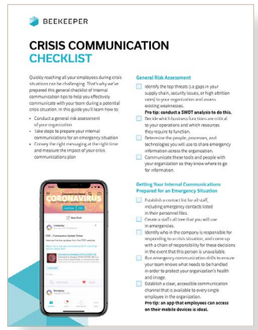
ICCA Crisis Management: Operational Guidelines for Association Executives

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.

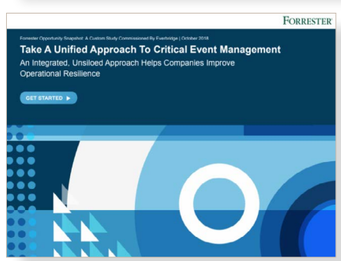
4 | As a potential risk factor, continue to monitor the availability of key supplies or vendors so as to ensure that events are not compromised due to the unforeseen bankruptcy or insolvency of critical suppliers. Congress, exhibition and event locations on several continents report having had problems 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.



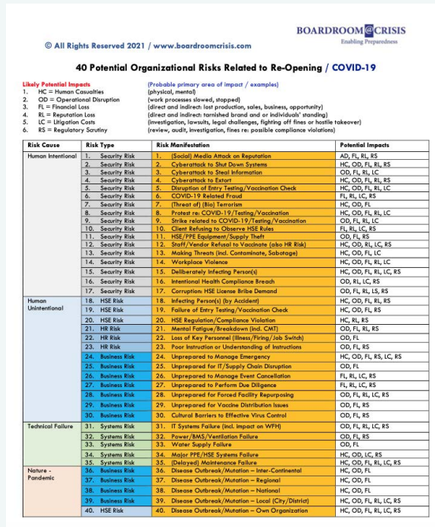
Find this document here.

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 1 March 2021 '40 Potential Organizational Risks Related to Re-Opening / COVID-19' made available for this publication to the G3 by Boardroom@Crisis BV. Developed over April 2020-February 2021 and drawn up specially for an AIPC March 2021 global membership crisis management webinar, the list was compiled from over 140 data sources and centers on risks to venues in their re-opening period, particularly as regards people, processes, facilities/assets/data, and image/reputation.

The document can be accessed here.



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Enabling Preparedness

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40 Potential Organizational Risks Related to Re-Opening / COVID-19

Likely Potential Impacts
1. HC = Human Casualties
2. OD = Operational Disruption
3. FL = Financial Loss
4. RL = Reputation Loss
5. LC = Litigation Costs
6. RS = Regulatory Scrutiny

(Probable primary area of impact / examples)
(physical, mental)
(work processes slowed, stopped)
(direct and indirect: lost production, sales, business, opportunity)
(direct and indirect: tarnished brand and or individuals' standing)
(investigation, lawsuits, legal challenges, fighting off fines or hostile takeover)
(review, audit, investigation, fines re: possible compliance violations)

Risk Cause	Risk Type	Risk Manifestation	Potential Impacts
Human Intentional	1. Security Risk	1. (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 Extort	HC, OD, FL, RL, RS
	5. Security Risk	5. Disruption of Entry Testing/Vaccination Check	HC, OD, FL, RL, LC
	6. Security Risk	6. COVID-19 Related Fraud	FL, RL, LC, RS
	7. Security Risk	7. (Threat of) (Bio) Terrorism	HC, OD, FL
	8. Security Risk	8. Protest re. COVID-19/Testing/Vaccination	HC, OD, FL, RL, LC
	9. Security Risk	9. Strike related to COVID-19/Testing/Vaccination	OD, FL, RL, LC
	10. Security Risk	10. Client Refusing to Observe HSE Rules	FL, RL, LC, RS
	11. Security Risk	11. HSE/PPE Equipment/Supply Theft	OD, FL, RS
	12. Security Risk	12. Staff/Vendor Refusal to Vaccinate (also HR Risk)	HC, OD, RL, LC, RS
	13. Security Risk	13. Making Threats (incl. Contaminate, Sabotage)	HC, OD, FL, LC
	14. Security Risk	14. Workplace Violence	HC, OD, FL, RL, LC
	15. Security Risk	15. Deliberately Infecting Person(s)	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, LS, RS
Human Unintentional	18. HSE Risk	18. Infecting Person(s) (by Accident)	HC, OD, FL, RL, RS
	19. HSE Risk	19. Failure of Entry Testing/Vaccination Check	HC, OD, FL, RS
	20. HSE Risk	20. HSE Regulation/Compliance Violation	HC, RL, RS
	21. HR Risk	21. Mental Fatigue/Breakdown (Ind. CMT)	OD, FL, RL, RS
	22. HR Risk	22. Loss of Key Personnel (Illness/Firing/Job Switch)	OD, FL
	23. HR Risk	23. Poor Instruction or Understanding of Instructions	OD, FL, RS
	24. Business Risk	24. Unprepared to Manage Emergency	HC, OD, FL, RS, LC, RS
	25. Business Risk	25. Unprepared for IT/Supply Chain Disruption	OD, FL
	26. Business Risk	26. Unprepared to Manage Event Cancellation	FL, RL, LC, RS
	27. Business Risk	27. Unprepared to Perform Due Diligence	FL, RL, LC, RS
	28. Business Risk	28. Unprepared for Forced Facility Repurposing	OD, FL, RL, LC, RS
	29. Business Risk	29. Unprepared for Vaccine Distribution Issues	OD, FL, RS
	30. Business Risk	30. Cultural Barriers to Effective Virus Control	OD, FL, RS
Technical Failure	31. Systems Risk	31. IT Systems Failure (incl. Impact on WFH)	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. Major PPE/HSE Systems Failure	HC, OD, LC, RS
	35. Systems Risk	35. (Delayed) Maintenance Failure	HC, OD, FL, RL, LC, RS
Nature - Pandemic	36. Business Risk	36. Disease Outbreak/Mutation – Inter-Continental	HC, OD, FL
	37. Business Risk	37. Disease Outbreak/Mutation – Regional	HC, OD, FL
	38. Business Risk	38. Disease Outbreak/Mutation – National	HC, OD, FL
	39. Business Risk	39. Disease Outbreak/Mutation – Local (City/District)	HC, OD, FL, RL, LC, RS
	40. HSE Risk	40. Disease Outbreak/Mutation – Own Organization	HC, OD, FL, RL, LC, RS

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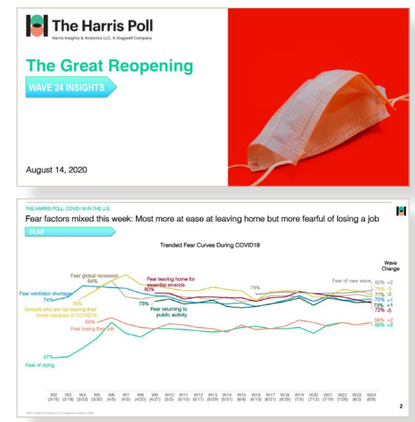
8 | As part of your general crisis management preparedness, place special emphasis on monitoring the well-being of your people and key partners' staff to prevent personnel crises due to stress and strain, stress. Your workforce is your most important asset. No people, no events business. Anxiety about 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:

Access this guide here.

- "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:

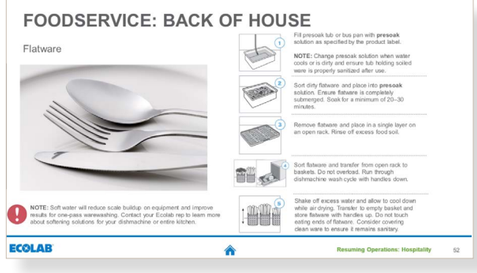
- Managing Employee Health (Including Contracted Workers)
- Personal Hygiene for Employees
- Managing Operations in a Foodservice Establishment or Retail Food Store
- Managing Food Pick-Up and Delivery

Access this webpage here.

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

Access this document here.

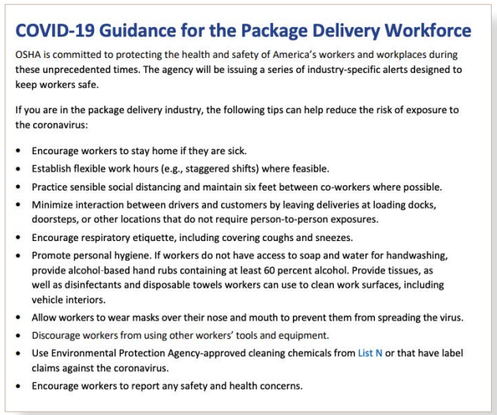


5.5 Transportation and Logistics

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).

Access this document here.



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 has made this document available on its website.

Access this webpage here.

"COVID-19 Best Practices for Motor Carriers," British Columbia, Canada Trucking Association.

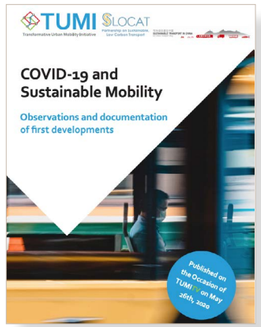
Access this document here.

"Cargo Truck Crew Prevention of Pandemic Influence" resource page of the US Centers for Disease Control (CDC) (this resource offers guidance in English and in Spanish).

Access this webpage here.

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 here.



Updated Canadian local government (Alberta Province) information of use for event and convention centre taxi, limo, ridesharing and commuter drivers.

Access this document here.

Updated US CDC national government information of use for event and convention centre bus, van and limo drivers.

Access this webpage here.

Related CDC information specifically for truck drivers.

Access this document here.

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.

Access this webpage here.

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.

Access a video here.

Access this webpage here.

3 | Consider the possibilities for participating in an Events or Travel Bubble concept. Various versions of a 'bubble concept' have emerged since mid-2020 in response to the COVID pandemic as a means to safely allow people to travel and visit particular destinations or attend particular events either in smaller, designated groups like a sport or business management team or in larger, less defined groups like air travel passengers.

Image courtesy Freepik.com

Some of these COVID-era concepts have gotten descriptive names, from Social Bubble to (Air) Travel Bubble and Sports Bubble to Event Bubble and Corona Corridor. Of these, the (Air) Travel Bubble and the Sports Bubble have become perhaps the best known. The former as a concept to improve safe point-to-point connectivity between low risk COVID pandemic countries – an effort supported by global aviation association IATA – and the latter for isolating sports teams ahead of key games or tournaments, themselves set in 'bubbles,' from professional football and cricketing to basketball and ice skating.

Insofar as that bubble concepts have developing characteristics in common, these tend to center on:

• A defined journey or event attended by a particular group for which integrated medical and hygiene COVID risk-limitation measures apply.

• Isolation of persons in the group ('being in a bubble') through physical contact limitation.

• Administrative and registration controls around the process.

• Application of a regular, tightly controlled testing regime.

• Use of a tracking capability (for if someone does contract COVID).

• Use of specially selected, prepared and maintained facilities (food, sleep, meet, compete) and transport modalities (buses, vans, aircraft, etc.)

Recent trend | design of travel bubble icons for mass public use
Copyright Iconfinder.com

Since Q1 2021, the vaccination status of those traveling or meeting has also become a factor in various bubble concepts, but this has yet to find widespread application. One reason why not is the lack of an international, or widely recognized, type of vaccination passport. A number of airlines and travel booking organizations from Amadeus and Clear to Ryanair and Malaysia Airways have been testing App-based concepts from Q4 2020 on. One of these, the Singapore Airlines 'World Pass' application, first tested on flights to and from Kuala Lumpur and Jakarta in December 2020, entered its second trial phase in March 2021. It is based on the digital health platform developed by IATA and gained much recent attention as a promising test case.

For convention and exhibition centres as well as event organizers bubble concepts are still largely an experimental, fast evolving one. Many early concepts have involved sometimes lengthy quarantines, which is what has made them a non-starter for most business travel. Furthermore, for many there is concern that if an important business manager falls ill overseas, or cannot return because a COVID outbreak causes an air corridor to close down, the business may run to high a risk if the concept involves too lengthy a travel period.

This noted, two models of sorts appear to be emerging, and Singapore is at the forefront of the development of both of these:

1 | **The Business Visit Bubble**
A narrow focus, tightly controlled concept by which travelers can visit one particular location, and within it, particular meeting rooms for meetings that can be extended over several days; and

2 | **The Conference and Exhibition Bubble**
A travel-centered concept by which a traveler can join a group of people attending a particular event, the trip and the venue in effect part of a sealed off logistical chain moving across controlled environments, but one allowing for actual group interaction at the destination.

The Business Visit Bubble

The business visit bubble concept is straightforward: the traveler, provided various pre-registration, testing and other health safety requirements are met, can:

• Fly into the country where the business meeting(s) will be held;

• Be transported from the airport directly to the sealed off venue bubble;

• Be tested as a check to protect the destination (venue and country);

• Be able to convene and personally interact with but be physically separated from his or her meeting participants; and

• Directly leave again (normally multiple meetings/days are allowed).

Perhaps the best known model for this is 'Connect@Changi,' launched in February 2021. The name stands for Singapore's international airport, and the designated meeting facility, operated by SingEx, is a mere 5 minute drive away from that airport.

Billed as "the world's first business exchange" and a "test-stay-work-meet-experience," Connect@Changi is backed by national development and funding company Temasek, and meant to serve as a kick-starter for international business meetings in Singapore.

Hallmark of the scheme is that no quarantine is necessary, as the visiting party does no physically interact with those it meets. Using specially equipped and ventilated meeting rooms that have a glass screen running down the middle, the concept allows for proximate interaction while reducing risk of possible contamination to near zero.

One of the smaller glass-divided Connect@Changi meeting rooms.

Built with the use of pods located in Halls 7-10 of SingEx, separate and apart from the main conference and exhibition areas in Halls 1-6, the 'pilot purpose built' short-stay accommodation offers special climate control and ventilation measures, separate entrances and exits, and room-separating air tight glass panels. Visitors stay a minimum of 24 hours, initial test result waiting period included, and are allowed to stay up to 14 days. Scalability is built into the concept: begun on 18 February with 140 hotel rooms and 40 meeting rooms that can accommodate up to 22 people, there are plans to extend the program to be able handle up to 1,500 visitors.

Access this webpage here.

Less tightly controlled variants of the Connect@Changi model are being experimented with elsewhere in the world, but most of these are operated outside the MICE industry. One example is Smartworking@Sea, a concept run by Italian cruise company MSC Croriere, which has turned its cruise ship MSC Grandiosa into a floating hotel-WFH-small business platform that since Q1 2021 aims to sail a consistent, short, international route in the Mediterranean Sea with up to 1,500 passengers per trip.

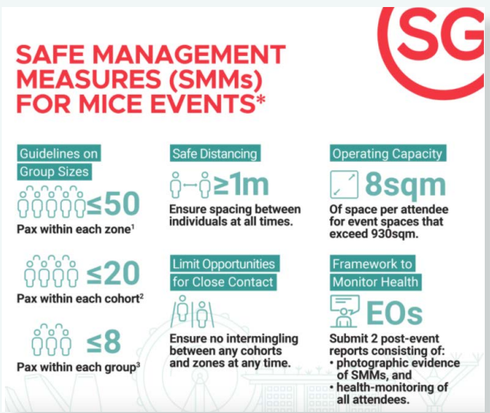
The Conference/Exhibition Bubble

The scope and strictness of efforts in this category has varied to date, with for instance Abu Dhabi setting up a form of travel bubble 'light' for its February 2021 international defense trade show (IDEX and NAVDEX) held at the Abu Dhabi Exhibition Centre. The event, with over 62,000 attendees and no reported COVID infections, was hailed as a success, and many aspects of its planning entailed 'travel bubble' features. This noted, there was no specific segmentation of individuals across groups keeping them separate and apart from others, at the core of bubble concept.

Abu Dhabi Exhibition Centre, home to the IDEX and NAVDEX in February 2021

Much tighter in its organization, and more extensive and fundamental in its scope and execution, and with that considered a true bubble concept, is the travel bubble as currently applied for certain events by the Singapore Tourism Board (STB), perhaps the global leader in terms of the level of detail and expansiveness of pioneering the concept.

The program allows for conferences bringing a maximum of 250 people together, subdivided into separate bubble groups of 50. The number 50 was deliberately chosen, as this allows for effective tracing and tracking of any COVID cases within the group, and aligns with Singapore's own Safe Business Events or SBE framework designed for MICE events. Within these groups of 50, people are further subdivided into small clusters of 5-8 people each, facilitating transit in a single vehicle, and allowing for set, or fixed, table arrangements (always the same small group) for all meals.



AIPC CEO Sven Bossu travelled to Singapore from Belgium to attend the 11-15 January 2021 PCMA Convening Leaders Conference, living through the travel bubble process for attending an overseas international meeting with a 'Controlled Itinerary' from start to finish. It proved a positive, useful, and relatively smooth visit, with a productive conference at the Sands Expo and Convention Center. "Overall it was very well organized, and the STB was definitely supportive in providing planning assistance," relates Bossu. One key learning: "There is limited room for spontaneous encounters and in order to have a truly productive time, you absolutely have to invest in your own planning – you can only have those meetings you set up over a week prior, so put in the big effort there for the payoff."

The following points recount the main steps of Mr. Bossu's bubble travel conference experience, outlining what a conference attendee headed for Singapore would experience:

1 | **One Week Before Arriving** | Detailed agenda to be submitted to the STB (Singapore Tourism Board) Liaison Officer.

2 | **72 Hours Before Arriving** | Do swab-test and ensure you have the test results printed (in English) to show to the boarding team at the departing airport (together with the other documents demonstrating the rationale for travelling, the Authorisation Letter, and proof of insurance, facilitated by STB via Heymondo and AXA).

3 | **At Arrival** | Swab test at the airport before being taken to your hotel room, where you need to wait for your results. At the same time, you are provided with your token which you need to get scanned every time you enter or leave a building, shop, etc. (it has the same function as the App which is used by all Singaporeans).

4 | **Once Receiving Your Test Results** | Within 4 hours you are free to follow your detailed agenda that you submitted the week before – no deviation is allowed though, so make sure you carefully plan.

5 | **Every Morning and Evening** | You need to take your temperature (device was provided by STB) and send a picture of the outcome to the designated Liaison Officer.

6 | **Getting Familiar With Singapore** | Bubbles of 5 were created (4 invitees + 1 guide) who could visit the city, go to restaurants, visit museums, etc. This mini-bubble remained the same for the full trip in order to respect safety protocols.

7 | **The Event** | On Wednesday and Thursday of that week some 250 persons (in bubbles of 50) went through a fast test (within 8 minutes), displaying test results on your mobile phone before entering the conference rooms. Delegates were allowed to mingle within their bubble of 50 but no mingling was allowed between the bubbles.

The Courtyard of Connect@Changi

8 | **Social Events** | This allowed for social events at the venue (cocktail, dinner, coffee, etc.) respecting the rule of 50.

9 | **Departure** | Thursday night was departure. On Wednesday (the day before), a swab test was done and test results provided for travelling back.

The standard COVID nasal swab test used throughout the journey was the Antigen Rapid Test or ART, which usually takes approximately 20 minutes to yield results.

A short synopsis video of the January 2021 PCMA Convening Leaders Conference can be found here.

Developing good practice as tested in Singapore and elsewhere is for description, instruction and marketing material for conference/exhibition bubble travel to be as clear, step-by-step and explanatory as possible, as many readers will be first-time travelers not familiar with what the process entails. For examples of texts that adhere to good practice meant to explain event or travel bubble steps or aspects, see the following documents:

• This text 'Facilitating entry for MICE travelers,' put out by the Singapore Tourism Board, informs the reader about the details of safe travel to the city-state.

Access document here.

• This text explains how Cathay Pacific's envisaged travel bubble between Hong Kong and Singapore works. It is entitled "Here's How the Singapore Travel Bubble Works".

Access this webpage here.

• For articles on developing airline travel schemes, Apps, air bubbles, green corridors and test programs, see the Airline Passenger Experience Association (APEX) page.

Access webpage here.

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 here.

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).

The document can be accessed here.

5.7 Hotels

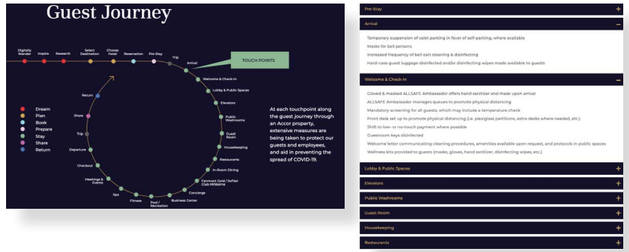
1 | Good practice general resources on COVID-19 health safety procedures and protocols for hotels include the following:

• 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.'

The document can be accessed here.

• 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.

Access this webpage here.

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

Access this document here.

• 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.

Access this document here.

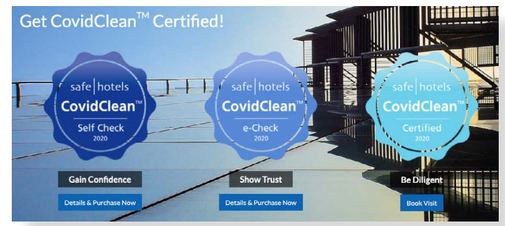
• Specific to hotel pool health safety, a main-points recommendation sheet with practical COVID-19 health safety tips for the pool environment has been developed by the Asian American Hotel Owners Association.

Access this document here.

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.

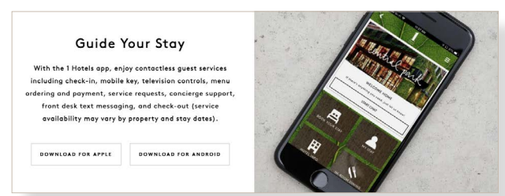
Find details here.

Find the separate document here.



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' briefer 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.

The document can be accessed here.

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.

View the video clip here.

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 here.

6 GOOD PRACTICE: Implementing Crowd Control

1 | Exercise increased attendee flow management by comparison to pre-COVID-19 days to detect any potential problem building up around physical distancing measures and requirements early. Consider such management from at least three perspectives:

- The ability to monitor and detect issues (read: problems/anomalies/holdups);
- The ability to slow (manage) the flow towards the point where the issue arises;
- The ability to address or resolve (intervene to fix) the issue.

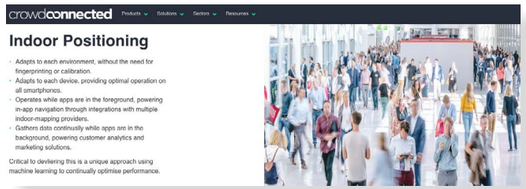
"Reading crowds is at the core of our business as safety of visitors, organizers and staff is always our top priority," observes RAI Amsterdam Managing Consultant Safety & Security Rik Hoogendoorn. "COVID-19 is changing some of the modalities, but the basis remains a strong, solid crowd management program."

2 | Depending on your venue and event, consideration should be given to monitoring people flows in and around:

- Access routes into periphery (for people walking or on public transit) and into parking (for those in cars)
- Parking areas
- Pre-queue areas
- Queues
- Access points
- Exit points
- Interior main areas
- Interior connector areas
- Interior hall areas

3 | Important to not overlook is to plan for and have the ability for staff to intervene and address an issue or incident. This may be a person falling ill; an access control scanner that stops working; something that blocks a route so no on can pass; a dispute; or even a fight. For this purpose, consider what local health and security rules and regulations state is allowed, and consider various options. These include sending a HSE and a security staff member together to check on a situation, or a type of standard 'Incident Response Team' composed of multiple staff members, for instance with one equipped with extra PPE.

4 | Means to monitor for attendee flow management typically centers on a combination of security cameras and increasingly smart software capabilities, vigilant security and staff, manual and electronic people counters (point crossing readers), and a fast-expanding array of people tracking and monitoring capabilities. The latter in turn centers on access control and personal phone/App/social media technology, including, Bluetooth-enabled tracking. Among leading providers to the industry in this field are Crowd Connected and Waytation, which offer advanced event visitor tracking technology.



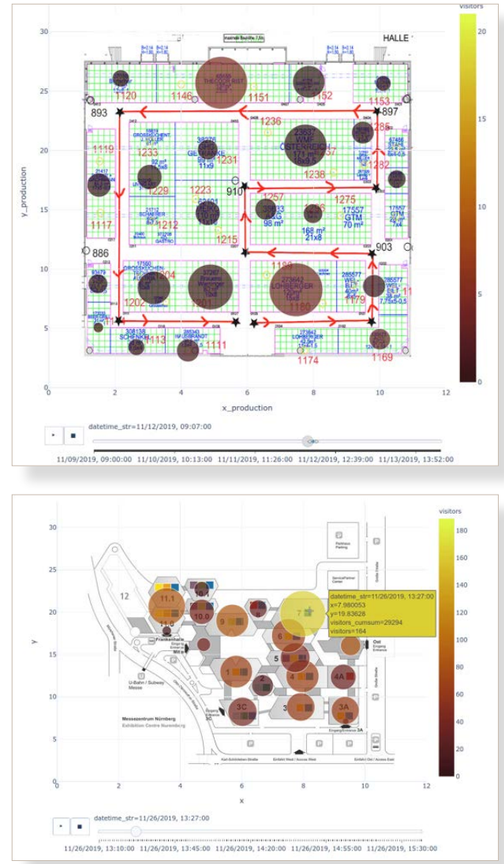
Crowd Connection solution set incorporating App-based software.

Crowd flows and the position of particular individuals can be displayed in different formats continuously by such technology, and integrated with:

- Registration Process Management
- Managing Stakeholder Site Use
- Managing Attendee Site Presence
- Managing Attendee Use of Catering and Banqueting Facilities

Privacy-law compliant technologies, for instance to adhere to GDPR regulations, already exist, and a number of companies high-light this in their marketing materials, and offer expansive explanation of how their technology protects people's privacy and meets various relevant national and international regulations. Further to tracking:

5 | Apply tracking technology not just to track the presence of people but to integrate it with (pre-) registration and planning their arrival and presence in timed slots for build-up, events, and post-event breakdown of stands, booths, exhibitions and the like.



Imagery courtesy of Waytation showing different tracking data displays.

6 | Consider your ability to facilitate (government-endorsed or requested) virus tracking and tracing efforts. This same data can in most cases, depending on configuration and privacy settings, also be used for any COVID-19 alert tracking and tracing purposes.

7 | Consider relaying crowd density data directly to 'event owners' so they may directly exercise responsibility monitoring attendees, often their own employees. Enforcing regulations can be a friction-ridden process. To the extent organization owners, employers, supervisors or colleagues can do the delivery of 'we would like you to better observe the rules' messages themselves, the effect is likely to be higher. Providing them a crowd density data stream could allow them to do this.

8 | Bear in mind that crowd control good practice in relation to COVID-19 is likely to change moving into the future, particularly for live events involving music or movement. Among factors some specialists note will take time and experience to gauge are the effects of people wearing masks in, for instance, live music events, as people on the one hand become hard to recognize, and on the other may experience higher than normal anxiety.

9 | Monitor for future developments around vaccination proofs and passports as a means for crowd control (alongside other applications). Since the first COVID-19 vaccine was approved for use in Q4 2020, discussion has ramped up in many countries and organizations – literally from Estonia to Australia and the EU to the WHO – on how to realize a workable COVID-19 vaccination proof / registration process internationally. While many individual countries have developed or are in the process of creating a form of 'immunization passport' or 'health passport' larger scope initiatives are still modest. As a digital credential that can assist event crowd registry, and by extension crowd control, the possibilities for use appear promising. This noted, many observers from the media, politicians, cyber experts, and privacy experts see a range of challenges to surmount in the near future. These include:

- Ethical concerns about who has access and can afford the technology (Apps)
- Ethical concerns about discrimination of disadvantaged populations
- Privacy concerns about data storage, use and access
- Practical concerns about one vs. many platforms
- Practical concerns about costs and fees
- Security concerns about IT platform integrity
- Legal concerns about government standard setting
- Challenges around the 'right not to be immunized' in many countries, and its implications for use of a tool of this kind.

7 GOOD PRACTICE: Encouraging and Enforcing Measures

THIS BACKGROUND COLOUR INDICATES NEW **V3** CONTENT

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

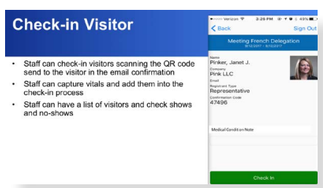
of all stakeholders concerns. The document – a main points overview – is available in English and Japanese).

Access this webpage here.

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.

Access it here.

• 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.

Find it here.

• The International Ultra Violet Association provides updates and links to UV light technology resources for COVID-19 control purposes.

Find it here.

• The two inter-linked COVID-19 innovation information platforms run by the global trend monitoring firm Trendwatching, using a global network of observers.

Explore 1,000+ COVID Innovations here.

Access Bold Pivots here.

• 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 here.

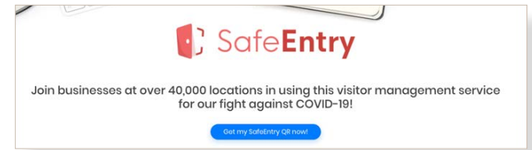
• Information on (travel) insurance considerations for security professionals drawn up by the US State Department Overseas Security Advisory Council's (OSAC) Independent Development Working Group (IDWG) with which ASIS International and the CSO Center collaborate.

Access this document here.

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.



Find more on the Singapore SafeEntry program here.

3 | Monitor and learn from crowd dynamics pilot programs to improve the 'why and how' of your crowd monitoring efforts. From Japan to the United States, a significant number of countries has undertaken one-time or series-based research initiatives since the start of the pandemic focused on understanding disease risk to and within crowds. Europe in particular has seen a high number of scientific studies, among others in England, Germany and The Netherlands. While many of the initial studies involved single companies or smaller scale partnerships, later ones have involved whole clusters of research institutes, and their findings are increasingly of value in fixing where and how crowds are vulnerable (or not) to COVID-19 infection. One key repeat finding: the importance of good ventilation in indoor venues.

Among valuable study reports now available are those of the German Fraunhofer Institute which conducted extensive research in Q3 and Q4 at the Dortmund Concert House, the Medical School of Martin Luther University that did research in Q3 in Halle, and the landmark study of the British Sports Grounds Safety Authority (together with partners like Movement Strategies) in Q2 and Q3 into various pilot sporting events.

For these resources, see among others:

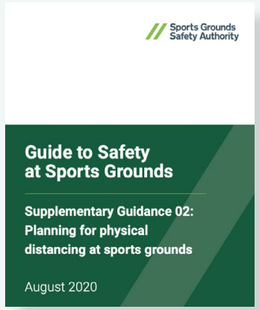
Sports Grounds Safety Authority

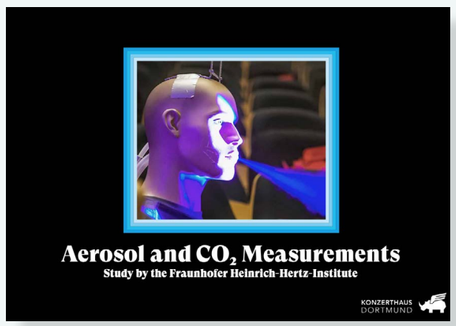
Fraunhofer Institute research findings

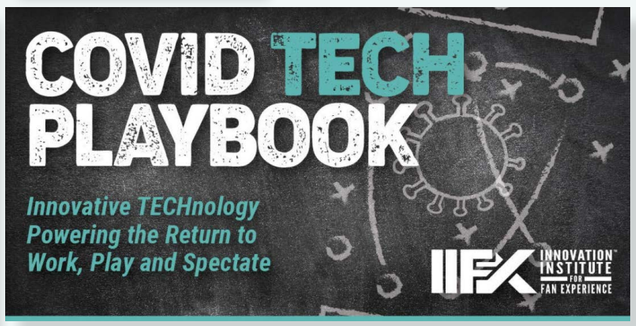
Medical School of Martin Luther University research findings

One platform that regularly produces new study insights is the international Innovation Institute for Fan Experience, which puts out a regular series of webinars on the topic.

Find the COVID Tech Playbook here.







Appendices

THIS BACKGROUND COLOUR INDICATES NEW V3 CONTENT

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

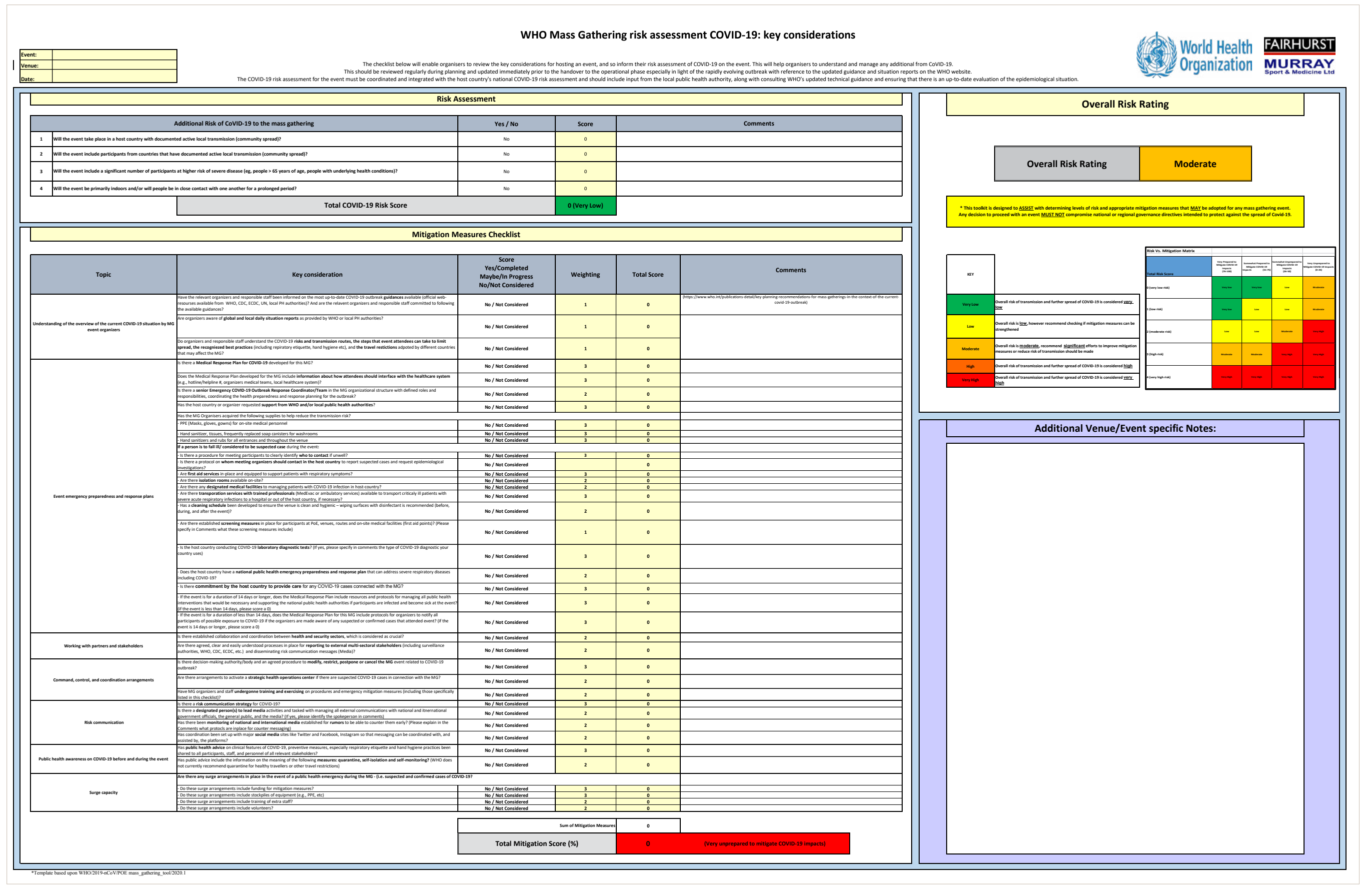
- ☐ 1. Did the cleaning crew/employees receive training about the disinfection method and frequency?
- ☐ 2. Was hospital grade disinfectant or fresh 10% chlorine bleach solution (sodium hypochlorite solution) used as appropriate?
- ☐ 3. Did the team conduct a comprehensive cleaning in all work cell common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

APPENDIX 2 |

Sample Risk Assessment Tool: Fairhurst and Murray Sport International Risk Register

Access this here.



WHO Mass Gathering risk assessment COVID-19: key considerations

Event:	
Venue:	
Date:	

The checklist below will enable organisers to review the key considerations for hosting an event, and so inform their risk assessment of COVID-19 on the event. This will help organisers to understand and manage any additional from CoVID-19.
This should be reviewed regularly during planning and updated immediately prior to the handover to 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 coordinated and integrated with the host 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.

Risk Assessment

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

Mitigation Measures Checklist

Topic	Key consideration	Score Yes/Completed Maybe/In Progress No/Not Considered	Weighting	Total Score	Comments
Understanding of the overview of the current COVID-19 situation by MG event organizers	Have the relevant organizers and responsible staff been informed on the most up-to-date COVID-19 outbreak guidances available (official web-resourses available from WHO, CDC, ECDC, UN, local PH authorities)? And are the relavent organizers and responsible staff committed to following the available guidances?	No / Not Considered	1	0	(https://www.who.int/publications-detail/key-planning-recommendations-for-mass-gatherings-in-the-context-of-the-current-covid-19-outbreak)
	Are organizers aware of global and local daily situation reports as provided by WHO or local PH authorities?	No / Not Considered	1	0	
	Do organizers and responsible staff understand the COVID-19 risks and transmission routes, the steps that event attendees can take to limit spread, the recognized best practices (including repiratory etiquette, hand hygiene etc), and the travel restictions adpoted by different countries that may affect the MG?	No / Not Considered	1	0	
Event emergency preparedness and response plans	Is there a Medical Response Plan for COVID-19 developed for this MG?	No / Not Considered	3	0	
	Does the Medical Response Plan developed for the MG include information about how attendees should interface with the healthcare system (e.g., hotline/helpline #, organizers medical teams, local healthcare system)?	No / Not Considered	3	0	
	Is there a senior Emergency COVID-19 Outbreak Response Coordinator/Team in the MG organizational structure with defined roles and responsibilities, coordinating the health preparedness and response planning for the outbreak?	No / Not Considered	2	0	
	Has the host country or organizer requested support from WHO and/or local public health authorities?	No / Not Considered	3	0	
	Has the MG Organisers acquired the following supplies to help reduce the transmission risk?				
	- PPE (Masks, gloves, gowns) for on-site medical personnel	No / Not Considered	3	0	
	- Hand sanitizer, tissues, frequently replaced soap canisters for washrooms	No / Not Considered	3	0	
	- Hand sanitizers and rubs for all entrances and throughout the venue	No / Not Considered	3	0	
	If a person is to fall ill/ considered to be suspected case during the event:				
	- Is there a procedure for meeting participants to clearly identify who to contact if unwell?	No / Not Considered	3	0	
	- Is there a protocol on whom meeting organizers should contact in the host country to report suspected cases and request epidemiological investigations?	No / Not Considered		0	
	- Are first aid services in-place and equipped to support patients with respiratory symptoms?	No / Not Considered	3	0	
	- Are there isolation rooms available on-site?	No / Not Considered	2	0	
	- Are there any designated medical facilities to managing patients with COVID-19 infection in host-country?	No / Not Considered	2	0	
	- Are there transporation services with trained professionals (MedEvac or ambulatory services) available to transport criticaly ill patients with severe acute respiratory infections to a hospital or out of the host country, if necessary?	No / Not Considered	3	0	
	- Has a cleaning schedule been developed to ensure the venue is clean and hygienic – wiping surfaces with disinfectant is recommended (before, during, and after the event)?	No / Not Considered	2	0	
	- Are there established screening measures in place for participants at PoE, venues, routes and on-site medical facilities (first aid points)? (Please specify in Comments what these screening measures include)	No / Not Considered	1	0	
	- Is the host country conducting COVID-19 laboratory diagnostic tests? (If yes, please specify in comments the type of COVID-19 diagnostic your country uses)	No / Not Considered	3	0	
	- Does the host country have a national public health emergency preparedness and response plan that can address severe respiratory diseases including COVID-19?	No / Not Considered	2	0	
	- Is there commitment by the host country to provide care for any COVID-19 cases connected with the MG?	No / Not Considered	3	0	
	- If the event is for a duration of 14 days or longer, does the Medical Response Plan include resources and protocols for managing all public health interventions that would be necessary and supporting the national public health authorities if participants are infected and become sick at the event? (If the event is less than 14 days, please score a 0)	No / Not Considered	3	0	
	- If the event is for a duration of less than 14 days, does the Medical Response Plan for this MG include protocols for organizers to notify all participants of possible exposure to COVID-19 if the organizers are made aware of any suspected or confirmed cases that attended event? (If the event is 14 days or longer, please score a 0)	No / Not Considered	3	0	
Working with partners and stakeholders	Is there established collaboration and coordination between health and security sectors, which is considered as crucial?	No / Not Considered	2	0	
	Are there agreed, clear and easily understood processes in place for reporting to external multi-sectoral stakeholders (including surveillance authorities, WHO, CDC, ECDC, etc.) and disseminating risk communication messages (Media)?	No / Not Considered	2	0	
Command, control, and coordination arrangements	Is there decision-making authority/body and an agreed procedure to modify, restrict, postpone or cancel the MG event related to COVID-19 outbreak?	No / Not Considered	3	0	
	Are there arrangements to activate a strategic health operations center if there are suspected COVID-19 cases in connection with the MG?	No / Not Considered	2	0	
	Have MG organizers and staff undergonne training and exercising on procedures and emergency mitigation measures (including those specifically listed in this checklist)?	No / Not Considered	2	0	
Risk communication	Is there a risk communication strategy for COVID-19?	No / Not Considered	3	0	
	Is there a designated person(s) to lead media activities and tasked with managing all external communications with national and itnernational government officials, the general public, and the media? (If yes, please identify the spokeperson in comments)	No / Not Considered	2	0	
	Has there been monitoring of national and international media established for rumors to be able to counter them early? (Please explain in the Comments what protocls are inplace for counter messaging)	No / Not Considered	2	0	
	Has coordination been set up with major social media sites like Twitter and Facebook, Instagram so that messaging can be coordinated with, and assisted by, the platforms?	No / Not Considered	2	0	
Public health awareness on COVID-19 before and during the event	Has public health advice on clinical features of COVID-19, preventive measures, especially respiratory etiquette and hand hygiene practices been shared to all participants, staff, and personnel of all relevant stakeholders?	No / Not Considered	3	0	
	Has public advice include the information on the meaning of the following measures: quarantine, self-isolation and self-monitoring? (WHO does not currently recommend quarantine for healthy travellers or other travel restrictions)	No / Not Considered	2	0	
Surge capacity	Are there any surge arrangements in place in the event of a public health emergency during the MG - (i.e. suspected and confirmed cases of COVID-19?				
	- Do these surge arrangements include funding for mitigation measures?	No / Not Considered	3	0	
	- Do these surge arrangements include stockpiles of equipment (e.g., PPE, etc)	No / Not Considered	3	0	
	- Do these surge arrangements include training of extra staff?	No / Not Considered	2	0	
	- Do these surge arrangements include volunteers?	No / Not Considered	2	0	
			Sum of Mitigation Measures	0	
			Total Mitigation Score (%)	0	(Very unprepared to mitigate COVID-19 impacts)

Overall Risk Rating

Overall Risk Rating	Moderate

* This toolkit is designed to ASSIST with determining levels of risk and appropriate mitigation measures that MAY be adopted for any mass gathering event.
Any decision to proceed with an event MUST NOT compromise national or regional governance directives intended to protect against the spread of Covid-19.

KEY	
Very Low	Overall risk of transmission and further spread of COVID-19 is considered very low
Low	Overall risk is low, however recommend checking if mitigation measures can be strengthened
Moderate	Overall risk is moderate, recommend significant efforts to improve mitigation measures or reduce risk of transmission should be made
High	Overall risk of transmission and further spread of COVID-19 is considered high
Very High	Overall risk of transmission and further spread of COVID-19 is considered very high

Risk Vs. Mitigation Matrix

Total Risk Score	Very Prepared to Mitigate COVID-19 Impacts (76-100)	Somewhat Prepared to Mitigate COVID-19 Impacts (51-75)	Somewhat Unprepared to Mitigate COVID-19 Impacts (26-50)	Very Unprepared to Mitigate COVID-19 Impacts (0-25)
0 (very low risk)	Very low	Very low	Low	Moderate
1 (low risk)	Very low	Low	Low	Moderate
2 (moderate risk)	Low	Low	Moderate	Very High
3 (high risk)	Moderate	Moderate	Very High	Very High
4 (very high risk)	Very High	Very High	Very High	Very High

Additional Venue/Event specific Notes:

*Template based upon WHO/2019-nCoV/POE mass_gathering_tool/2020.1

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

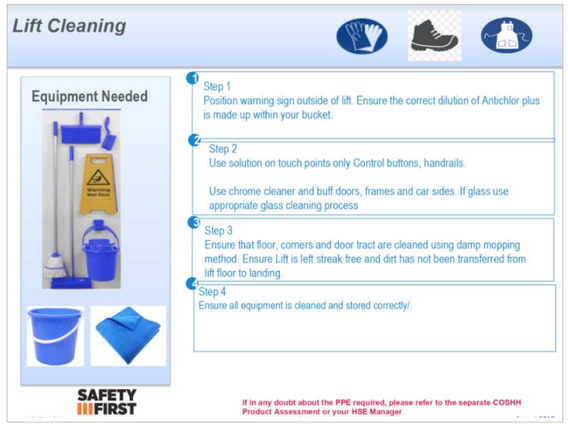
Name: **Job title:**

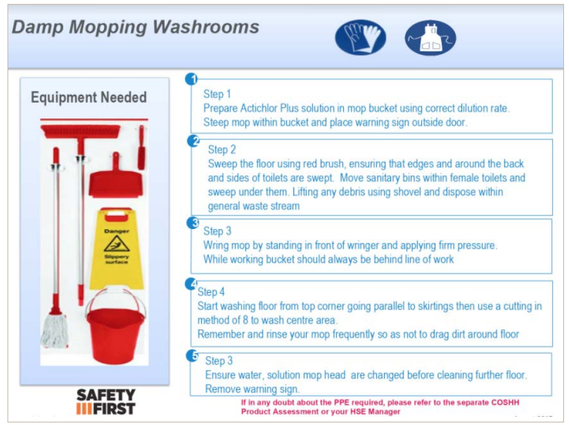
Telephone Number:

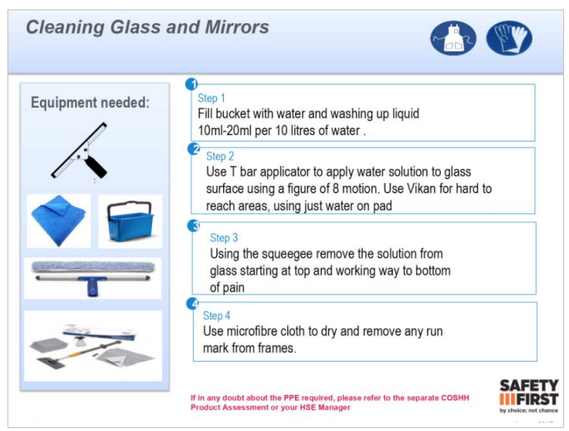
Coronavirus preparation and arrangements to be made for employees who become ill at work.

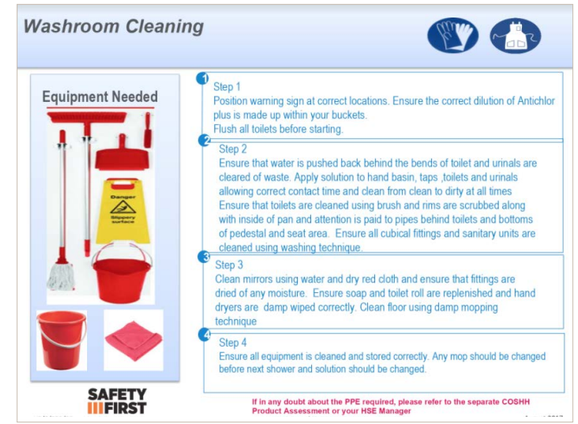
APPENDIX 4 |

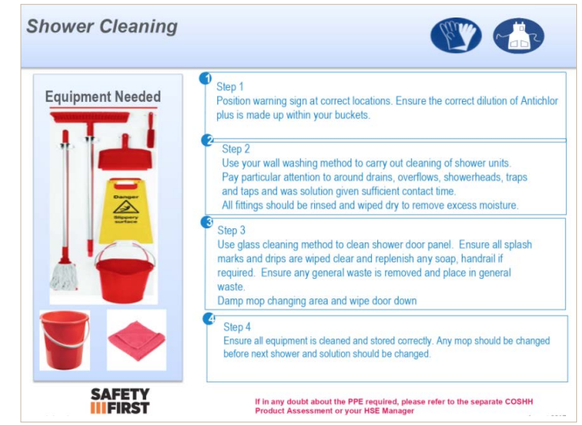
Cleaning Instruction Slide-set from and courtesy the Scottish Event Campus in Glasgow, Scotland

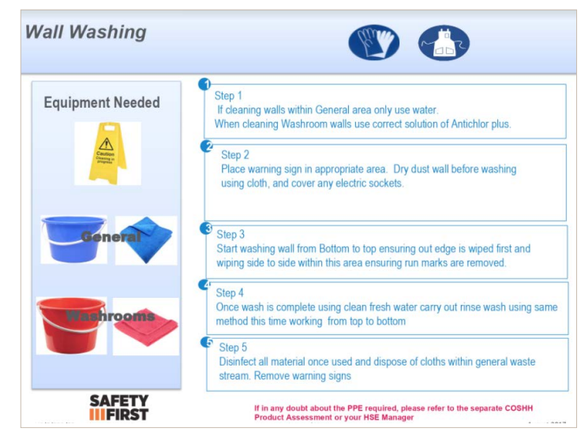












APPENDIX 5 |

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 Messekeskus 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 onhttps://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

Access this document here.

ALL SECURE GUIDELINES

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 guideline.

Communication among 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 Guidelines.

The guidelines in this document are based on information currently available regarding the behavior and characteristics of the Coronavirus, the status of testing capacity, where we are in terms of vaccine availability and local or state guidelines with respect to large gatherings in any particular community. As more clarity with respect to these variables emerges, it is expected that these guidelines may need to be adjusted accordingly.

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