GOOD PRACTICE GUIDANCE
Addressing COVID-19 Requirements for Re-Opening Business Events, Congresses and Exhibitions

aoCA
Argentine Association of Professional Organizers and Suppliers for Exhibitions, Congresses, Events and Convention Bureaus
LETTER FROM THE AOCA PRESIDENT

OPENING REMARKS
OBJECTIVES
SCOPE AND TYPOLOGY
AOCA BUREAUX MEMBERS

STAGES OF MANAGEMENT

FIRST CHAPTER: RECOMMENDATIONS FROM ARGENTINA’S MINISTRY OF HEALTH IN THE CONTEXT OF THE COVID-19 PANDEMIC

A. Preventive measures
   Visual recommendations
   Social distancing
   Handwashing
   Respiratory hygiene
   Disinfection of surfaces and ventilation
   Commuting
   Join actions with works

B. Measures to detect and manage suspicious cases and close contacts

SECOND CHAPTER: GOOD PRACTICE GUIDANCE
Addressing COVID-19 Requirements for Re-Opening Business Events, Congresses and Exhibitions

I. PARTICIPANTS AND STAFF HYGIENE AND SECURITY
   I.a. Risk Analysis
   I.b. Use of Personal Protective Equipment (add the equipment the participants have to bring with them e.g. face mask)
   I.c. Physical distancing
       I.c.1. General rules
       I.c.2. Elements that will help delimiting physical distancing
           a) barriers and markings
           b) see-through divisions
           c) Stands distance and aisles

II. GENERAL CLEANING, SANITATION, AND DISINFECTION
II.a. General Recommendation
II.b. Sanitising Stations
II.c. Toilet/Bathroom Service
II.d. Enabling No-Contact Policy
II.e. Air Ventilation and Filtration
II.f. Waste Disposal
II.g. Facilitating Exhibitor Cleaning Operations

III. SPECIFIC CONSIDERATIONS FOR EVENT DEVELOPMENT
III.a. Access and Accreditation
       III.a.1. Access Control and Health Screening
       III.a.2. Crowd Control
III.b. Exhibition
III.c. Auditorium and Meeting Rooms. Conference layout
III.d. Business Roundtable
III.e. Food and Beverage Services (gastronomic service areas/coffee break)
III.f. Transportation and Logistics

IV. ENCOURAGING AND ENFORCING MEASURES
IV.a. Communication
       IV.a.1 displaying measures and cleaning regimes
       IV.a.2 communication with local authorities
       IV.a.3 manage on-site concerns, questions and new sources of information
IV.b. Legal Framework Defining Duties and Responsibilities
IV.c. Medical Service Points
IV.d. Training on COVID-19 Prevention

ACKNOWLEDGMENTS
Buenos Aires, June 2020

These last months have presented great difficulties for everyone who is part of Convention Centres, Meetings and Events industry. However, the suspensions of the activities neither have nor prevented us whatsoever from continuing working with the same institutional spirit of bringing professionalism to our sector.

Since the moment the global news started to show how the pandemic was affecting our activity and, the AOCA, a referent from the sector, has never stopped working as a team, a feature that has characterized our association since 2008. We haven’t stopped working with national authorities and with host destinations side by side, as well as with the 31 bureaux convention centres that make up our association. Moreover, we have managed to listen and to be listened by hundreds of new companies from our industry with the view to finding a voice that represents us.

In addition, we have been in constant exchange of experiences with the rest of the world. As a result, we have learnt from each of the steps that different countries took when facing an unknown scenario for everyone. Thanks to this, our association, the private sector and the authorities from public organisms have been able to recognise the particularities of the pandemic in Argentina, which were taken into account at the moment of implementing the measures that have already been taken and the ones that are being developed. The conviction of the important players from the Convention Centres, Meetings and Events industry in making economies dynamic in this complex moment makes us feel confident; nevertheless, we will not rest in our objective of bringing professionalism to our sector, which is essential for the continuity of the industry’s activities.

In order to meet this objective, the association has actively participated in the exchange of information with global and regional referent institutions that are developing tools to reactivate the industry. As a result, we have now chosen to adopt the good practice guidelines presented by the AIPC (the International Association of Convention Centres), the ICCA (the International Congress and Convention Association) and the UFI (the Global Association of the Fair Industry). Then, the AOCA and Argentina’s Ministry of Tourism and Sports worked together to unify the most important points, so as to restart activities in our industry in a safe way, to provide tools for the industry’s workers, and to receive the participants in each event.

Every time there is a major challenge or an event that changes our reality, the Convention Centres, Meetings and Events industry has had to reinvent itself, to adapt, to incorporate new technologies constantly and to transmit safety to our clients and visitors. The challenges that stemmed from the COVID-19 pandemic are not the exemption and we are committed to reinventing the industry again, focusing on the health and safety of everyone who are part of it and being aware of how irreplaceable the face to face meetings are for the exchange of experiences and knowledge, and for the success in business.

This guideline was drawn up to provide a tool to meet these objectives taking into account a dynamic and changing reality. We will keep working in this context in the same way we have since the first day, as a team.

Fernando Gorbarán
President
AOCA BUREAUX MEMBERS
OPENING REMARKS

This set of guidelines has been drawn up by the Argentine Association of Organizers and Providers of Expositions, Congresses, Events and Conventions Bureaus (AOCA, Spanish acronym) based on the guides written by the corresponding health authorities and on documents written by the International Association of Convention Centres (AIPC), the International Congress and Convention Association (ICCA) and the Global Association of the Fair Industry (UFI).

The objective of this document is to give some recommendations on a set of actions that should be considered in order to restart activities at the different stages of work of the convention centres, fair sites, fair organizers, expositions, congresses and events once the pertinent authorities give the activity permission to resume operations. This document was written taking into account that the current policies and this guide could suffer constant changes as needed under the circumstances we are going through.

The global fair industry is going to go continue connecting and rebuilding businesses, industries and economies after this unprecedented time of economical and industrial standstill. This sector is in constant demand of workforce. It does not only employ people for its own staff, but it is also hires services of logistics, security, catering and technical management, among others.

This set of guidelines does not include all the massive events or unspecific events. Therefore, it is necessary to establish a difference between the types of events and to understand that the congresses, fairs and expositions can promote the compliance with strict health and hygiene protocols and can also decisively support economic recovery. The events must be assessed according to their type and not according to a rigid number of people.

This document was drawn up taking into consideration the safety, sustainability and health measures that would enable the congress, fairs and exposition activities to resume operations peacefully in a gradual and intelligent way. Its objective is to define a planning framework that would enable the restart of activities during the response and recovery phase due to the COVID-19 crisis.

The International Association of Convention Centres (AIPC), the International Congress and Convention Association (ICCA) and the Global Association of the Fair Industry (UFI) have written a set of global recommendations for the B2B reopening of fairs and events after the COVID-19 emergency. These recommendations focus mainly on the following:

- **People and businesses:** we create opportunities for people to meet, so that they can do business, learn, inspire and gather.
- **A safe and controlled environment:** the health and safety of people are, and have always been, a main concern for the fairs industry.
- **Additional controls:** unlike most of the other type of massive events, the way in which fairs are structured enables the organizers to prepare and lead the audience in each of the stages of their visit—from the moment they arrive and check in, to the way in which they walk around the fair, auditoriums, meeting spaces, and health and food stations. The venues and sites for the events are specifically designed to
host this type of events.

• **The fairs create businesses:** Whether at regional, national or international level, fairs are a place where businesses are built and where industries meet. Fairs are the fast and highly necessary way to foster economic recovery after the COVID-19 pandemic. Moreover, fairs contribute to regional development and generate revenue for the travel and tourism industry, as well as for the hotels, restaurants, retail shops and transport.

• **Our commitment:** the industry is ready to open its doors to the expositions, congresses and conventions as fast as possible, keeping the correct and safe balance between the public health during the COVID-19 pandemic and providing recommendations for the sites that host the events in each city.

**OBJECTIVES**

The main of objective of this document is to provide help to convention centres, fairs halls, event and congress organizers, and meetings destinations in implementing the safety and hygiene measures and recommendations in the context of the COVID-19 pandemic. In this way, they will be able to prepare themselves for a progressive and safe reopening of activities. Among all our objectives, the following should be highlighted:

• Defining the safety and hygiene measures and recommendations that need to be developed in the events sites and venues in Argentina.

• Creating socially responsible strategies for the reactivation of expositions, congresses and corporate events.

• Standardizing the actions that companies and the professionals of congresses, fairs, expositions and events should implement during the COVID-19 pandemic period in order to build trust in organizers, sponsors, speakers and participants.

• Ensuring the continuity of the economic activities linked to expositions, congresses and corporate events by implementing safety and hygiene measures.

• Stabishing the procedures and the safety measures that need to be taken in case positives cases are detected at the venue.

• Defining the guidelines for the COVID-19 Comprehensive Communications Plan.

**SCOPE AND TYPOLOGY**

The objective of this document is to encourage the people who participate in carrying out events to implement these recommendations; therefore, the guide is aimed at all the events sites and venues (expositions centres, fairs venues, convention centres, hotels with business centres, non-traditional spaces with meeting rooms, auditoriums and any other space prepared to hold events), as well as at organizers of congresses, fairs, expositions and corporate events.
We believe that it is essential to divide the different types of events into segments, and to understand that the nature of congresses and expositions make it possible to promote the compliance of strict security and hygiene protocols and to support decisively economic recovery. Therefore, the events should be assessed according to their type and not according to a rigid number of people in total. In the following paragraphs, we will define the event categories that are used in this set of guidelines:

I. Fairs and expositions:

Fairs: These are commercial events. Products are sold and, eventually, handed over at the event. The trade of products and services in situ are predominant.

Expositions: These events are mainly promotional and institutional and aim at displaying and promoting products and services. Anyhow, according to the type of exposition, the complete sales process may or may not be carried at the event, regardless of its size.

II. Congresses and conventions:

Congress: Periodic meeting that gathers the members of an association, organism or entity to discuss previously scheduled topics. In general terms, these events are held once a year; however, there are some international congresses that tend to be organized every 24 months. Congresses can last between two and five days.

Convention: Formal and generic meeting of legislative groups, socio-political groups or economic groups that aim at sharing information about a particular situation, so as to later hold a debate and to establish consensus among its participants.

III. Corporate events:

Events organized by corporations or companies for commercial and/or work purposes. The corporate events can aim at establishing or improving businesses. Team members from one company or corporation may participate in these events as well as clients and suppliers. These events are motivating strategy tool from companies to stimulate their personnel performance.

(Source: glosario observatorio económico de turismo de reuniones/ international association of professional congress organizers (IAPCO) dictionary)
STAGES OF MANAGEMENT

The correct analysis of recommendations and up-to-date information from official sources provides a safety framework for all the planning stages of an event and for all the people involved in the activity (organizers, suppliers and visitors).

<table>
<thead>
<tr>
<th>Before the event: planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk assessment</td>
</tr>
<tr>
<td>Training</td>
</tr>
<tr>
<td>Supply of personal protective equipment</td>
</tr>
<tr>
<td>Invitations, communication and early accreditiation</td>
</tr>
<tr>
<td>Sign and advertising architecture</td>
</tr>
<tr>
<td>Blueprints and circulation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>During the event: activation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleaning, sanitation and disinfection</td>
</tr>
<tr>
<td>Entries and accreditation</td>
</tr>
<tr>
<td>Crowd control</td>
</tr>
<tr>
<td>Auditoriums and meeting rooms</td>
</tr>
<tr>
<td>Transport and logistics</td>
</tr>
<tr>
<td>Communication and information</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>After the event: assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment of the results</td>
</tr>
<tr>
<td>Revision of a revised legal framework</td>
</tr>
<tr>
<td>Re-establishing duties and responsibilities</td>
</tr>
<tr>
<td>Training</td>
</tr>
<tr>
<td>Periodic updates</td>
</tr>
</tbody>
</table>
CHAPTER 1

RECOMMENDATIONS FROM ARGENTINA’S MINISTRY OF HEALTH IN THE CONTEXT OF THE COVID-19 PANDEMIC

A. PREVENTIVE MEASURES

Visual recommendations

It is necessary to display information about the social distancing measures, the proper way of washing one’s hands, the correct respiratory hygiene and the recommendations on how to act in case of suspicious COVID-19 symptoms in places that are easy to see. In addition to this measure, this information has also to be shared by other means of communication (for example: web page, social networks, e-mail or phone calls, among others) in order to keep workers informed on the hygiene and safety measures that were adopted by the institution.

https://argentina.gob.ar/salud/coronavirus/poblacion/prevencion

As regards the characteristics of the case definition, they have been established in the following site:

https://argentina.gob.ar/salud/coronavirus-COVID-19/definicion-de-caso

Social distancing

- Ideally, people should leave a minimum of 2 metres between them. However, a distance of 1.5 meters is also acceptable. This measure is applicable to workers, but also to the public that attend the events (clients, suppliers, among others).

- Avoid physical contact such as kisses, hugs or handshakes.

- Avoid meetings in indoor spaces both in and out of the work place. This includes meetings with friends or family.

- Do not share beverages, tableware or other utensils.

- The use of “home-made face masks, masks of face cloth coverings” does not replace the social distancing measures or the safe interpersonal distance. However, the face masks can be considered as an additional measure to be implemented when it is not possible to keep the minimum safe distance. In other words, the home-made face masks, masks or face cloth coverings are reusable devices made of cloth that have to cover completely people’s nose, mouth and chin which should be use as an additional measure to reduce the possibility to spread the COVID-19.

- Learn more about the correct use, collocalation and manufacturing of the “home-made face mask” in the following link:

https://argentina.gob.ar/salud/coronavirus/barbijos

- In order to keep a safe social distance, the crowd density at different spaces (meeting rooms, offices, dining rooms, kitchens, changing rooms, work positions, among others) should be limited to one person every 2.25 square metres of walking space. Therefore, modalities such as space booking or prescheduled appointments should be implemented. If the characteristics of the space do not allow the implementation of these measures, the use of these spaces should be avoided.

If the minimum safe distance (2 metres as ideal and 1.5 metres minimum) were impossible to be assured between job positions, it would be necessary to consider the installation of physical measures (such as screens and glass panels) that are easy to clean.
The institutions are responsible for ensuring that the appropriate elements are enough and accessible for personal hygiene (handwashing with soap, hydroalcoholic solutions and paper towels).

It is important to remember that the alcohol based solutions should only be used if the hands are clean; otherwise it is necessary to wash one’s hands with soap and water. Handwashing is recommended to be done frequently every 40 to 60 minutes.

Arriving at work:

- Before and after handling garbage or waste.
- Before and after eating, working with food or breastfeeding.
- After touching public surfaces: desks, handrails, doorknobs and star rails.
- After being in contact with money, keys, animals, etc.
- After going to the bathroom, toilets or changing diapers.
- After coughing, sneezing of wiping one’s nose.
- People should strongly avoid touching one’s face, if possible.

Each authorized store or establishment has to count with appropriate spaces to wash one’s hand correctly and frequently with soap and water (liquid or foam soap dispensers, disposable towels or hand washer driers). Moreover, solutions based on 70% alcohol mixture (hand sanitiser) must be at hand.

As the virus has shown to be persist in latex or nitrile fabrics, it is not recommended to wear gloves if specific tasks (such as cleaning and direct contact with secretions) are not carried out.

Respiratory hygiene

- Wearing a home-made face mask that covers one’s nose, mouth and chin in workplaces and common work areas. However, its use does not replace any of the social distancing or hygiene measures.

- Encouraging people to wash their face mask with soap and water at least once a day and to change it if it is dirty or wet.

- Covering one’s cough or sneeze with a flexed elbow or disposable tissue if not wearing the home-made face mask. In any case, it is essential to wash one’s hands after coughing or sneezing.

- Suppling waiting areas and high-traffic areas with wide-mouthed waste bins or waste bins without a lid to throw away used disposable tissues.

Disinfection of surfaces and ventilation
- The current policies on cleaning and disinfection of every sector and activity have to be respected at all times.

- Surfaces have to be disinfected daily. The frequency of disinfection has to match the traffic and the accumulation of people, as well as the time of the year. It should also be complimented with the ventilations of the areas.

- Establishments have to supply all the necessary elements for cleaning with wet products (buckets, mops, cloths, water and detergent) and for disinfection procedures (recipient, mops or cloths, sodium hypochlorite water for home use with 55 grams per litre concentration diluted to get a 500 to 1000 ppm chlorine -100 ml solution of bleach in 10 litres of water).

- The bleach solutions must be used within 24 hours after being prepared to ensure its efficiency.

- Indoor spaces should be ventilated regularly (at least once a day) especially during winter or low temperatures seasons, so as create a flow of air.

- People mustn’t spray or rub bleach or other sanitizing solutions on shoes, bags, purses or other personal items.

- Sanitizing booths or any other device that sprays sanitizing solutions on people should not be implemented, because, not only have these devices proven not to be effective in the prevention of the spread of respiratory viruses, but also using them could be associated with possible adverse effects.

https://argentina.gob.ar/salud/coronavirus/poblacion/limpieza-domiciliaria

**Commuting**

- Individual means of transport (cars, bicycles, among others) should be used. It is essential to remember to keep the vehicle ventilated, so as to the guarantee that the inside is hygienic and disinfected.

- Public transport should only be use if it is not banned and if there were absolutely no other options. Moreover, in the cases that the use of public transport is allowed, these recommendations should be followed:
  - Wearing a home-made face mask, mask, face cloth covering at all times.
  - Remembering to wash one’s hands correctly before, during and after taking any means of public transport.
  - Carrying a personal hygiene kit (soap, hand sanitiser, disposable tissues, towels to dry one’s hands)
  - Keeping the recommended social distance (minimum 1.5 metres and 2 metres ideally).
  - Leaving one free seat between passengers.
  - Avoiding crowds in access points.

At home:

- Removing the face mask from the elastics, so as to avoid touching its front and, then, washing it or throwing it away if it is a disposable face mask.

- Washing one’s hands immediately when getting home and before touching any surface.

https://argentina.gob.ar/salud/coronavirus/poblacion/salir-de-casa

**JOINT ACTIONS WITH WORKERS**

a) **Crisis committee:**

- A crisis committee should be created in order to establish and to implement the protocol. This committee should be made up of all the involved parts and the people responsible for implementing the protocol.
b) Identifying the risk groups in the workforce:

-As stated in article one of resolution N° 207/2020 from the Ministry of Work, Employment and Social Security, and implemented by the Executive, workers are exempted from going to the workplaces if their presence at their homes is essential for taking care of children or adolescents or if they are included in the following risk groups:

  - People aged sixty (60) years old or older, unless they are considered "essential personnel for the appropriate functioning of the activities".
  - Pregnant people
  - People with chronic respiratory disease: Chronic obstructive pulmonary disease (COPD), congenital emphysema, bronchopulmonary dysplasia, bronchiectasis, cystic fibrosis and moderate to severe asthma.
  - People with heart disease: cardiac insufficiency, coronary heart disease, valvulopathies and congenital cardiopathies.
  - People with immunodeficiency disorders or who are immunocompromised.
  - People with diabetes.
  - People with chronic kidney disease being treated with dialysis or about to be treated with dialysis in the next six months.
  - People with advanced liver disease.

REMEMBER: establishments have to ensure that their workers’ privacy and medical information is being respected, paying special attention to the information that is related to the pathologies that make up the risk group for severe forms of COVID-19.

https://argentina.gob.ar/salud/coronavirus/poblacion/mayores

c) Organization of work

-Encouraging telecommuting

-In case workers have to be at the workplace in person, they should be reminded of the importance of not going to work if they show any symptoms of the disease (fever, coughing, sore throat, breathing difficulties, and loss of taste or smell). Workers who present these symptoms should also inform their superiors and their service of occupational health; moreover, they should request medical attention from the health system immediately. The current case definition from the Ministry of Health should be used for these means. The case definition is updated permanently.

https://argentina.gob.ar/salud/coronavirus-COVID-19/definicion-de-caso

-Adapting the different essential tasks of the establishment, so that workers can adopt rotating shifts. The breaks should be organized in such a way, so as to guarantee that during the complete work day (including entering and leaving the institutions, the work day and breaks) the recommended ideal social distance of 2 metres or 1.5 meters minimum is respected.

-Guaranteeing the minimum simultaneous presence of more than one person in an indoor space.

-Staggering the clock-in and clock-out times of employees who need to carry out tasks in person in order to avoid crowds at the buildings access points and to reduce the public transport occupation at peak times.

-Giving instructions to the people responsible for some areas and carrying out a follow up on each area, so as to reduce to an essential minimum the presence of employees at the workplace.

-Giving appointments to users, clients and suppliers through an online platform (phone/e-mail)
B. MEASURES TO DETECT AND MANAGE SUSPICIOUS CASES AND CLOSE CONTACTS

CLOSE CONTACTS

-Identifying possible cases by taking people’s temperature, encouraging self-reporting and the completion of simple questionnaires before going to work, so as to detect possible symptoms.

-If the taking temperature measure were to be implemented, it should be done with an infrared thermometer that does not involve direct physical contact. The person in charge of taking temperatures has to count with the appropriate personal protective equipment. The specifications of the devices that will be used have to be detailed in the specific recommendations for each activity.

-People who register a temperature equal or higher than 37.5 °C or symptoms that match the COVID-19 disease must not be allowed to enter the stores or the establishments where the activity is being carried out.

-Discrimination and stigmatisation against people affected by the disease or symptomatic people, or against their close contacts, has to be avoided at all times.

-The stores or establishments need to come up with the measures to be implemented if a person were to be isolated after showing symptoms of the COVID-19 disease. Therefore, a special room or zone should be prepared to isolate these people, so that they do not have any contact with others and they can wait unit receiving a proper assessment. In these cases, people in charge should take actions according to the measures established or recommended by the local health authorities of the jurisdiction.

-The local health emergency system should be contacted immediately if an employee were to show respiratory symptoms or register fever. In this way, the employee’s health will be assessed and they may be transferred to a health institution. Every suspicious case of COVID-19 must be informed to the local health authority.

A close contact can be defined as:

-Anyone who took care of a symptomatic confirmed case and did not implement the proper personal protection measures.

-Anyone who spent at least 15 minutes at less than 2 metres of distance with a symptomatic confirmed case (for example, people living in the same house, visits, workmates).

-The use of certain personal protective equipment for each activities are detailed in the following link: https://argentina.gob.ar/salud/coronavirus-COVID19/recomendaciones-uso-epp

Inevitably, close contacts will have to do a 14 days domiciliary isolation and will have to carry out a strict monitoring of the symptoms. The start of this 14 days isolation is determined as from the last day the person was in contact with a confirmed case.

SOURCE:


)
CHAPTER 2
GOOD PRACTICE GUIDANCE ADDRESSING COVID-19 REQUIREMENTS FOR RE-OPENING BUSINESS EVENTS, CONGRESSES AND EXHIBITIONS

This section corresponds to giving and carrying out the necessary recommendations to guarantee the security and protection of not only this industry personnel but also business meeting participants. This section includes the following key points:

I.a. Risk Analysis

I.b. Use of Personal Protective Equipment

I.c. Physical Distancing

I.d. General rules

I.e. Elements that will help delimiting physical distancing

I.e.1. Barriers and markings

I.e.2. See-through divisions

I.e.3. Stands distance and aisles

I.a. Risk Analysis

Works on health security risk analysis to control the spread of COVID-19 and on striving towards a “controlled environment” is evolving. For many, if not most government health authorities around the world, the World Health Organization (WHO) risk assessment guidance is a 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 procedure, tailored to the event.

Recommendations to keep in mind:

1. Having the professional support of a specialist in your Health and Safety team should be considered: specialist companies often play a role in helping health and safety staff of the event site or venue with the COVID-19 risk assessment, and tailoring said assessment to meet their needs. Although there is still much variation in the details of health security risk assessment, as well as in adapting the WHO guideline and using different scales and templates, some areas are establishing their set of recommendations.

2. The “remote working team” should be included in health security risk assessment: the employer who relies on a team of remote workers to support or to carry out preparations and operations, and who wants to comply with their “duty of care” obligations as well, should ensure the safest possible working environment for them.

3. Directly working with an insurance company in assessing COVID-19 related risks and solutions should be taken into account when preparing a venue, site, or event: most insurance firms have risk assessment specialists, and many insurance firms hire these experts for specific projects. By hiring a specialist, a company may not only benefit from their expertise in risk assessment and mitigation measures development, but also can emphasise or advertise the fact that it did so for partners, regulators, and any other interested part. Depending on its relationship with the insurer, this hiring may result in building a trusted relationship when it comes to getting insurance for certain events, or even eventually discounts.

4. At venues and sites, creating small “Analysis Teams” to help assess Hygiene and Security risks and find solutions based on people activity flow.

5. The Health and Safety team (Health, Safety, Environment) must also monitor new developments around health security risk assessment in other industries: sticking to known information or using only the same industry relationships to improve the assessment often adds only incremental value. The COVID-19 outbreak changed the
game in many aspects, and one of those is risk assessment. Among places to take into account when monitoring for new risk assessment models are the Health and Safety department publications from the hospital/health, commercial real estate, military, and standardization of institute sectors

6. The use of technology to assess and limit the risk should be carefully considered to avoid secondary or new risks: it is important to assess every measure and operation risk as applying certain types of control can create new hazards. For instance, a health risk assessment that results in the implementation of facial recognition technology as an access control measure (touch-free) may conflict with a risk control measure of wearing a face mask, since using a face reader would imply taking off the face mask plus touching it and possibly placing it back poorly afterwards.

7. Excessively focusing on COVID-19 must not result in neglecting other risks.

I.b. Use of Personal Protective Equipment (PPE)

One of the main issues to take into account is guaranteeing hired personnel and participants’ or visitors’ safety and protection, and all effort should be placed in fully accomplishing this goal. To this effect, the following points should be considered:

1. Hired personnel and event participants’ constant use of face masks and/or face cloth covering. Hired personnel must wear the required face-covering according to their job, which must cover their nose, mouth, and chin, as well as any PPE their task may require.

Regarding participants and/or visitors, in order to access the site and throughout the entire event, they must wear a face mask and/or face covering cloth, which must cover their nose, mouth, and chin.

2. It is necessary to be rigorous in all the management aspects related to the purchase, store, distribution, and use of prevention supplies: the following aspects should be considered for the management of health security prevention supplies, from personal protective equipment to hand sanitisers and disinfectant wipes.

- Purchasing the necessary amount of supplies for the event, anticipating the appropriate amount according to its scope.
- Keeping rigorous controls over the inventory that includes the expiration dates of all supplies.
- Keeping rigorous inventory storage security.
- Applying a rigorous stored supplies safety system to avoid supply contamination or any other wasting.
- Until a solid routine is established, the pertinent staff should deliver supplies. If necessary, its appropriate use and placing should be explained.
- Following a standard provision, instruction, and distribution protocol when delivering staff members’ supplies to ensure the correct PPE distribution and their appropriate use.
- Following a standard supplies distribution plan to track the supplies and ensure they are delivered at the right location, under the appropriate sanitary conditions, and their appropriate placement.
- Delivering supplies checked by health and safety personnel to verify their appropriate implementation, exhibition, and use. This aspect will include both staff members and outsourced personnel.

3. There should be a focus on the long-term provision of personal protective equipment and other prevention supplies.

4. Suppliers should be requested to follow their health security system.

5. Suppliers should be requested to follow their rigorous supplies management system to avoid making returns.

I.c. Physical Distancing
To effectively carry out physical distancing and comply with the current regulations mentioned in chapter 1, these suggestions must be followed:

- As a starting point, it is a good practice to establish a maximum number of people that will be participating in the event, following the regulation of a minimum of 2m or 1.5m physical distancing between people.
- Describing the measures applied to physic, functional or service range or areas will be useful to guarantee that said measures are comprehensive, consistent, traceable, assessable, and visible to auditors. In order to permanently take them into account, these measures should be communicated to the staff members and participants through different channels.
- It is essential to define who will oversee the compliance of physical distancing regulations at the venue, site, or event. Feasible options are all staff members and managers, Health and Safety personnel, security personnel, and small “compliance and incidental response teams” that merge both Health and Safety personnel and security personnel. This last option is an increasingly recurrent practice in different event sites.

Barriers and Floor Markings

- It is essential to ensure the physical distancing requirements by using barriers and floor markings to have better control over the flow of people in parking areas, rows, aisles, restaurants, bathrooms, changing rooms, exits, and inside the congress, exposition or main meeting rooms, among other areas. Many organizations, governments, companies, and associations are developing a brand-new insight into barriers and floor marking use.
- Regarding barriers, solid ones are generally better than non-solid ones. However, it should be born in mind that solid barriers limit the flexibility of use. Partitions, desks, freestanding walls, screens, tables, and other solid dividers usually provide a better, more effective barrier than a rope, a plastic sheet suspended by rope or ribbon, a ribbon, signs, or cords. Non-solid barriers are specially used in areas where the layout is to be changed often. It is important to consider in what areas the space layout is apt to change less, like entryways, where solid barriers may be more useful and effective. This is particularly true in staff-customer contact points, such as billing desks and information points, where plexiglass partition solid barrier is likely to be the preferred option. Therefore, when looking for elements like big reception desks, it is useful to consider types or models of barriers that come with heels attached, so they can be easily moved.
- The material the barrier is made of should be taken into at the moment of purchasing it, since its surface will be frequently cleaned. Cleaning agents, some of which include slightly abrasive chemicals, are to be used more frequently than before. As a consequence, it is important to make certain that barrier surfaces, which will be often sprayed and wiped, do not wear because of the intense use of chemicals.
- Considering the specific surface and area of use for people-routing as well as the distance-marking materials is also important. A wide range of materials, markings, awareness signage, and some unique solutions are being developed to support one-way floor routing and physical distancing. In effect, a whole new workplace furniture niche is emerging. When choosing markings, it is essential to think where they will be used, considering lighting and likely ‘wear and tear’. To reinforce the message and direction, floor makings also should combine with signage on walls or screens. Floor marking materials include:
  - Carpets printed with distance marks.
  - Circular carpets marking a specific distance diameter.
- All manner of stickers, strips, and arrow signage.
- Rubber and plastic floor mats with signage.
- Floor mats for elevator use (usually, for 3 people only)
- Wall-mounted pull-out cords.

- Using and marking outdoor areas as part of a one-way routing diagram should also be considered. To promote people’s one-way routing, some facilities are directing people to walk one way within a building or hallway and the other way outside the building, thus using the exterior of the building 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 ‘backstage’ hallways to storage areas are being put into use in some places to create new two-way indoor walking routes. Ensuring proper safety and security monitoring should not be forgotten when using an outdoor area as part of a physical distancing routing diagram.

- Extensive signage should be used 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 recommendations indicate that short texts accompanied by simple graphics, with strong colour contrasts, work best. Digital signage should be also considered while reducing stand-up signage will also help to improve the attendees’ flow.

**Transparent partitions**

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

- When acquiring plastic partitions, it is important to check that they are made of non-combustible materials which can withstand frequent cleaning with chemical disinfection agents. Partitions come in many different forms, from mobile/non-mobile, from solid to flexible, and from standard to custom made. Specific requirements as well as materials that withstand thorough, frequent cleaning should be borne in mind at the moment of purchasing a partition. Similarly, the use of fire-retardant or fire-resistant plastics is highly advised to prevent creating or adding to a fire hazard.

![Image of partitions](image-url)

**Distancing Booths and Circulation Aisles**

Recommendations for organizers, builders, attendees, and other individuals when it comes to booths distancing and layouts are still been developed, but key concepts that are already being put into use include:

- Thinking all measures through starting from the build-up phase, with distancing being 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).
- Reorienting booths to prevent ‘bootleg’ aisles on the exhibition floor.
- Extending exhibition hours, so more people can be spread out over more timeslots during the day or into the evening, and therefore optimizing distancing calculations.
- Using physical distancing measures based on the 1.5 to 2m distancing calculus that results from the recommendations mentioned in chapter 1.
- Creating clearly marked one-way paths around the exhibition floor.
- Instructing visitors before hall entry on routes through signage and handouts.
- Implementing reminder instructions inside halls for visitors that show the routing layout.
- Using booth designs with surfaces that can be easily cleaned and wiped, i.e. no cloth covers.
- Where feasible, products should be displayed in such a manner that they can be well observed but do not need to be handled by visitors (handouts should also be eliminated or minimized).
- Making use of screen technology to display information.
- Using a desk or panel as a solid barrier in the booth to separate stand staff from visitors.
- Considering the number of visitors that are allowed at a booth at the same time to avoid crowds.
- During the event, registering people visitation data, the number of staff members, among others, to help with health security assessments and adjust the layout or booth positioning for optimal risk reduction.

II.f. Waste Disposal
II.g. Facilitating Exhibitor Cleaning Operations

II.a. General Recommendations
1. General cleaning, sanitation, and disinfection efforts should be consolidated in a single cleaning plan that strengthens different cleaning, disinfection, and waste management protocols. This plan should cover all the areas where the event is taking place, especially focusing on those surfaces more liable to attendees’ direct contact.

This plan should include established time schedules, circulation areas, and disinfection mechanisms.
2. Focusing on following national guidance for general cleaning, sanitation, and disinfection measures will help ensure that basic requirements and compliance objectives are met.
3. It is important to ensure that all staff members who are involved in this task receive the appropriate PPE and to monitor and give instructions about the correct PPE use and withdrawal. Those staff members who must wear personal protective equipment and clothing should be trained in how to put it on, use it, and take it off appropriately. Information about their task and current and potential obligations should also be included.

4. Where feasible, it is recommended to write out and make supporting graphics of all cleaning, sanitation, and disinfection steps and instructions to facilitate learning by staff, to maintain awareness about procedures, and to demonstrate that the working processes meet the standards. If needed, contractors should help to provide the necessary cleaning protocol materials.

5. As a general rule, health safety experts stress that it is important to focus on cleaning efforts on ‘high touchpoint’ areas and areas where people are likely to come into close proximity, including toilets, narrow

II. GENERAL CLEANING, SANITATION, AND DISINFECTION

Rigorously following a cleaning, sanitation, and disinfection system will be essential to keep every surface and area as clean as possible and, therefore, avoid virus transmission.
A variety of points to be borne in mind will be described in the following pages:
II.a. General Recommendation
II.b. Sanitising Stations
II.c. Toilet/Bathroom Service
II.d. Enabling No-Contact Policy
II.e. Air Ventilation and Filtration
passageways, and 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.

6. Touchless hygiene technology use should be considered a priority, if not for its immediate implementation, for later upgraded programs. The toilets/bathroom services are an area to pay attention to. These are some of the main recommendations:

- Adding or displaying 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.
- Considering the increase of visible toilet cleaning staff as customer satisfaction relies to a great extent on expectations of cleanliness.
- Considering the establishment of a waiting area outside the toilet area in order to prevent too many people from having to wait in a confined room.
- Considering the use of a remote occupancy indication near the toilet waiting area in order to inform users on toilet availability and discourage users to enter the toilet area when it has reached its full capacity under local physical distancing rules.

7. Current guidelines indicate that 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 virus spread.

8. It is advisable to promote Prevention and Health Security workshops.

9. Other ways of minimizing the need for contact should be also considered. From going cashless, so no more cash money is used inside a venue or site, to asking people to leave their coats in their car so the cloakroom does not have to be visited, there are many possible ways to limit the need for physical contact or handover transactions.

II.b. Sanitising Stations

1. It is highly recommended to establish plentiful, easy to find sanitizing stations throughout the venue or site, particularly at entry and exit points to buildings and hallways, in central meeting areas, and near toilet/bathroom areas. The visibility of a station can be easily increased using banners, flags, poles, and the like. At the stations and out of them, using signage, posters, stickers, and screens will help to maintain visitors informed about the presence of such stations. When placing stations, the use of drinking fountains should be discouraged and/or no-touch water bottle filling stations should be provided.

2. When possible, sanitiser dispensers should be replaced with no-touch technology units, like sanitizer dispenser pumps, that can be activated without the need to push a button, pull a lever, or lift a bottle. It is important to ensure a good supply, so the stations do not run out of materials.

3. Staffing the hand sanitiser stations at entry points would be useful to encourage people to use hand sanitiser upon entry, and in effect facilitate and monitor that everyone cleans their hands before entering the facility.

II.c. Toilet/Bathroom Service

A meticulous organization of health security measures should be established to ensure the
appropriate use and cleaning of toilets. Some of these measures include:
- Signalling the toilet/bathroom location at every information and communication area in an exhibit, congress and/or business event. Toilets must be prepared with all the necessary elements.
- Complying with social distancing in the row outside the toilet/bathroom area. Staff in charge of that area must regulate the maximum capacity of toilets.
- Intensifying the cleaning, sanitising, and disinfection processes in the toilet/bathroom area.
- Supplying toilets with the necessary material for hand sanitising.
- Implementing barriers and floor markings to comply with social distancing regulations.
- Keeping toilet ventilation in operation 24/7.

II.d. Enabling No-Contact Policy

A no-personal contact regime should be promoted and facilitated. Core elements should include:
- Displaying instructions for people to not touch other people in general.
- Avoiding shaking hands.
- Helping staff and visitors to open doors, to enter hallways and to use 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. This will help to avoid touching door handles surfaces.

II.e. Air Ventilation and Filtration

Increasing ventilation should be borne in mind. It is also recommended to consider the following suggestions since, even though new studies and investigations are being carried out, the transmission through air particles cannot be excluded yet and many new pieces of advice about this topic are continuously being developed.

- Securing ventilation of spaces with outdoor air.
- Switching 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.
- Not switching the ventilation off at nights and weekends, but keeping systems running at a lower speed, except for those areas where no event is currently taking place in order to avoid unnecessary waste of resources.
- Ensuring regular airing using windows (even in mechanically ventilated buildings).
- Avoiding open windows in toilets to assure the right direction of ventilation.
- Instructing users to flush toilets with closed lid.
- Inspecting heat recovery equipment to be sure that leakages are under control.
- Not changing heating, cooling, and possible humidification settings/set-points.
- Replacing central outdoor air and extract air filters as usually, according to a maintenance schedule.
- Regular filter replacement and maintenance works shall be performed with common protective measures including respiratory protection.

II.f. Waste Disposal

It is important to design a safe waste collection and disposal process that features:
- Increasing the number of waste bins for people to dispose of personal waste. The use of closed waste bins is recommended provided that they can be used in a safe non-touch manner. If this condition cannot be met, wide-mouthed waste bins (without lid) should be used instead.
- Having at least some special toxic waste bins available for potentially toxic/health hazard waste, for instance at the nursing station and in isolation rooms.
• Performing waste disposal tasks with appropriate personal protection equipment by Health and Safety trained staff.
• Preparing for a larger than usual volume of waste.
• Increasing the frequency of waste pick-up.

II.g. Facilitating Exhibitor Cleaning Operations

1. Exhibitors should be supported with proper signage and hand sanitiser stations at the entrances, exits, and at central points in exhibit halls whenever possible.
2. Providing visitors, staff and other attendees with health security guidance via email, App, and Internet links about ‘what to expect’ and ‘what you can do to protect yourself’ before the event may prove useful to help prepare attendees for what they will experience and offers them added early opportunity to absorb health security guidance.
3. It is highly recommended to clarify at an early stage and when necessary stipulate in contracts who will be responsible for providing which Health and Safety materials and what the cleaning system around exhibitions will be. This counts for build-up, exhibition, and break-down of the booth. 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 and how often should be clear. Such details should be resolved and determined before the event.

Ensuring that health security systems are properly extended to encompass all exhibition areas at the venue or site and engaging all people involved in these issues at an early stage offers clarity and prevents later problems.

4. Exhibitors should be discouraged/encouraged:

• To avoid activities at their booths that may cause crowds to be formed as well as promote contact with visitors (samples, raffles, massive giveaways, shows, among others).
• To have a hand sanitizer available for staff and visitor use.
• To have (or provide) a to-standard lid-topped wastebasket.
• To only offer handouts and giveaways that are appropriately, separately packaged.

5. The use of touchless technology solutions that have built-in sanitary and physical distancing advantages is recommended. This technology can be adopted or adapted in a variety of ways and levels from booth to exhibition to venue or site.

III. SPECIFIC CONSIDERATIONS FOR EVENT DEVELOPMENT

As part of the industry, it is known that every event requires a meticulous and appropriate organization in every step of the way. This section will focus on different specific point for each preparation stage to bear in mind and put into practice.

The segmentation of this section will be the following:

III.a. Access and Accreditation
   III.a.1. Access Control and Health Screening
   III.a.2. Crowd Control
III.b. Exhibition
III.c. Auditorium and Meeting Rooms. Conference Layout
III.d. Business Roundtables
III.e. Food and Beverage Services (gastronomic service areas/coffee break)
III.f. Transportation and Logistics
III.a. Access and Accreditation. Crowd Monitoring and Control

III.a.1. Access Control and Health Screening

1. As recommendations will certainly evolve in the future, flexibility should be part of access control and health screening processes. Worldwide, the process of how and when to allow people to enter a venue, site, 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 local regulations may be, change is likely to happen as science, technology, requirements, and regulations evolve. From this point of view, being careful about major capital expenditures should not be neglected.

2. Another useful measure is to 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 the number of visitors (for social distancing calculations);
   - Incorporate particular groups in event, show or facility risk assessments;
   - Inform them ahead of time about special measures being taken or special circumstances;
   - Inform and advise them of special access routines if there are special requirements, like those for people in wheelchairs;
   - Assign them specific timeslots for entry to optimize space (distancing) use and send them tickets or accreditation cards ahead of time which they can print themselves and carry with them (avoiding another touchpoint at entry).

3. Mapping the access control process should prove especially useful, as well as sharing this mapping with customers beforehand, or if this is not possible, when they arrive on-site. Instructions and guidance on what to expect, where to go, and how to do things should be delivered as soon as possible, via email, video (for instance posting short films on YouTube) and registration, or at least upon entry to the facilities, preferably before walking to the entryway(s) or parking.

4. Parking Areas

   - Messages about the importance of health care in connection with the COVID-19 pandemic and its preventive measures should be displayed in highly visible spaces or specific signage areas. The cleaning and sanitising of doors and entrance systems should be reinforced in all the accesses into and out of the parking area. Hand sanitiser dispensers for visitors should also be placed at key points in the parking area.
   - Valet parking service should be avoided at this stage.
   - The hand sanitising protocol should be put into practice before loading and unloading equipment.

5. Query resolution staff should be especially prepared to answer possible questions that may arise at the first physical access control point at the venue.

6. A special access lane for physically challenged people should be considered. 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. Either these potential problems should be accounted for in the design and approach of access points, or people with any physical difficulty should be directed to an alternate access point.

7. The use of access timeslots should be borne in mind for specific facilities, venues, or area to manage people flow into them. This helps prevent over-crowding and people flow and, therefore, comply with social distancing requirements. In is important to ensure that, when using this method, there is a check on the right people entering in the right timeslot and that 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 readily couple timeslot requirements to access control functions when needed.

8. The use of touchless access control and related technology should prove especially useful. Self-scanning, or a physical or digital entry ticket, pass, or badge, is widely regarded as an effective health risk-reducing measure.

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 applied to visitors are suggested to be centred on a combination of:

- Asking advance questions in the registration process about their health status;

- Asking a ‘health status check’ question at their access point;

- Performing a thermal camera temperature check at their access point.

10. It is important to decide 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. However, in some countries, health and other central authorities allow event organisers or facility owners to plan the operation, i.e. acquire equipment and decide a point where the tests can be performed, but then let local health officials perform the actual checks. In other countries, venue owners are allowed to organize and have their own staff perform checks.

11. Clear signage should be used to inform people that they are approaching a health screening check. This helps people mentally prepare and avoids surprises.

12. Having a direct channel to communicate with clients, vendors, or other stakeholder may be especially useful to answer any question that may arise about accessing the facility, venue, or event. Beforehand communication can help them properly prepare, so there are no surprises when they arrive.

13. Security should be considered a backbone, so ensuring that its function is COVID-19 risk-resilient is highly recommended. One practical concern many security departments and security companies have faced is to check whether security staff are physically fit and willing, considering the virus outbreak, to serve. People with certain known health challenges or certain health vulnerabilities who may have served security well in the past may not, for themselves or doctors or Human Resources decision, be automatically fit and smart to do so in an increased COVID-19 risk environment. As concerns security and COVID-19:

- Security staff should be instructed and equipped appropriately to perform their access control role. Security officers frequently perform a frontline function at access points. Consequently, it is important to ensure that they can do their job safely and properly. On the one hand, this means equipping them with the right materials and, on the other, delivering the right instructions.

- Security should be in charge of checking that the new health safety control measures established by Health and Security do not create new security challenges and mitigating 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.

III.a.2. Crowd Control

Crowd flows and the position of individuals can be displayed in different technological formats continuously, and integrated with:

- Registration Process Management

- Managing Stakeholder Site Use

- Managing Attendee Site Presence

- Managing Attendee Use of Catering and Banqueting Facilities

1. Increased attendee flow management should be exercise by comparison to pre-COVID-19 days to
early detect any potential problem concerning physical distancing measures and requirements. Said management should be considered 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.

2. Depending on the venue or 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 and Queues
- Access/Exit points
- Interior main areas
- Interior connector areas
- Interior hall areas

3. Where possible real-time crowd monitoring should be performed to ensure safety issues can be promptly detected and acted upon, and have a procedure to address problems.

4. The ability to facilitate government endorsed or requested virus tracking and tracing efforts should be borne in mind. This same data can, in most cases, depending on the configuration and privacy settings, also be used for COVID-19 alert tracking and tracing purposes.

III.c. Auditorium and Meeting Rooms. Conference layout

For work group sessions and similar events, a conference layout should be considered in order for the use of seating to comply with the physical distancing requirements. Nowadays, the main requirement is to respect an established 1.5-2 m distance between seating. Evolving terminology indicates that, currently, the most popular terms are the so-called “staggered” and “checkers” seating layouts, as they have the same angled configuration. Circular and semi-circular layouts are also evolving in a similar way.

It is important to bear in mind the following recommendations:

1- Defining the potential seating capacity to offer different options to clients. Clients will not know what seating options they have until an approximate number of seats are provided, with or without an exact layout. Calculating the capacity for different meeting rooms and presenting it in a layout with different options according to the event can prove especially useful, in particular, to demonstrate that either small or medium-sized meetings, work sessions, and other events can be held in a secure and well-prepared facility.

III.b. Exhibitions

- Cleaning and disinfection regimes for booths, exhibitions, and merchandising should be facilitated and encouraged to all exhibitors and organisers (merchandising should be suggested to be digital).

- The number of participants at the exhibition floor should be managed and controlled (e.g. by rationalising/simplifying the available area or the booth design and build-up methods to reduce assembling and disassembling time).
- The number of attendees at the exhibition floor should also be managed (e.g. by establishing a limited number of attendees based on the available area in square metres at the venue or site, according to the security managers at the event; by assigning special dates and timeslots to entry tickets).

Point I.c. should be re-read in this point as specifications about physical distancing can be found there, regarding “Distancing Booths and Circulation Aisles”.
2- Regardless of the layout, it is highly recommended to count with the appropriate orientation and instructions. Either in the form of banners or screens, said information is particularly important for seating layouts that are not numbered or that are secured to the ground. With this purpose in mind, cinemas and theatres are currently testing a series of signage and instruction programmes.

3- Taking advantage of existing expertise about seating layout outside the industry should be considered since it is a fast-growing business. A variety of consulting companies offer services of seating layout, software programming and optimization of spaces by using algorithms.

4- An analysis of dynamic and static seating numbers should also be taken into account. In short, a dynamic analysis of seating allows pre-registered people who come together and do not need to maintain physical distance (e.g. members of the same family) to be seated together. Taking into account this pair of people or small groups of 3 or 4, or even more people, and having an algorithm to calculate a new seating arrangement can highly improve the seating capacity.

III.d. Business Roundtable

- Recommendations about expositors and attendees distancing should be borne in mind in business exchange sites.
- Physical divisions should be used when social distancing is not possible.
- The use of digital tools to schedule meetings should be motivated, as well as the handout of digital material instead of printed one.
- Food exchange should be avoided in business meetings.

III.e. Food and Beverage Services

Food and beverage and banqueting stores and services should be subject to a detailed cleaning and disinfection, food preparation and handling, food storage, and waste management procedure, according to current bromatology regulations in each jurisdiction and the pertinent recommendations for each activity.

Recommendations should extend to staff protection (PPE availability) and surrounding areas such as, for instance, toilets that food and beverage and banqueting staff use; refrigeration rooms; storage closets; trolley staging rooms; hallways; and kitchen and food preparation areas. Despite the food handling health and security measures the organizer may establish, it is suggested to consider the following:

- Food retail in service areas should be carried out following a dynamic that avoids forming a crowd.
- Spaces for food consumption that have tables should comply with physical distancing requirements.
- Food consumption should be prioritised in said spaces, avoiding their use as meeting areas.
- Catering services (coffee break, lunch, etc.) should be carried out for small groups in different stages to minimise concentrations of people.
- All catering services should be reinforced with trained staff to oversee and ensure that all the procedures are appropriately implemented.
- Tableware and glassware should be sanitised at temperatures above 80°C and afterwards disinfected with a hydroalcoholic solution (70% alcohol + 30% water) to ensure its maximum disinfection.
- After their preparation, all cold snacks must be wrapped in plastic film and sealed until consumption.

The following are some specific recommendation for different types of service:

1. Banqueting services

- In order to ensure a better sterilization of the tableware, it is highly recommended to wash, sanitise and put them in individual bags, so as to be sure that there is no contamination after the cleaning process.
- The glassware must be washed and polished. Then, they must be served in the
table and covered with a bag until visitors arrive in order to avoid contamination.

- The bread, ice and napkins have to be served by the service personnel only when they are needed.
- Every table has to count with hand sanitiser or some hydroalcoholic solution.

2. Coffee break, Informal breakfast, brunch, or lunch box—catering

- All stations should have an acrylic screen in order to separate the diner from the food and beverages.
- It is essential to ensure that the service bars are arranged in such a manner that only the catering personnel can circulate there. In this way, it will be possible to avoid that external people get behind the bars.
- A specific big enough area to deliver the orders should be defined, so that both diner and personnel can meet the physical distancing measures. In this way, it will also be possible to have an adequate space distribution for the dispatching flow, ensuring effectiveness and preventing the spread of the disease.
- The spaces to place an order should be signalled on the floor with adhesive material in order to keep the suggested distance.
- Barriers that enable to keep the physical distancing should be implemented allowing the circulation of the diner.
- Hot and cold beverages should be served in one-use disposable cups, prioritizing the use of sustainable materials.
- Controls must be carried out, so as to ensure that food arrives in closed packages wrapped with filmed or in furniture.

III.f. Transportation and Logistics

Following the guidelines from Argentina’s Ministry of Health described in Chapter 1, the following points should be taken into account when transporting every participant of the event.

The organizer of the event could work with the provider in order to provide options for the transportation of visitors from and to the venue, the hotels and the transport centres. The objective is to ensure passengers can occupy one seat in each row in order to keep the physical social distance.

In coordination with the staggered entrance of visitors, the transport to the venue or site could follow a predictable pattern that would enable the organizers to adequately plan the transport necessities. If working with providers, visitors should
follow the safety measure for using transport while travelling from and to the venue, the hotels and transports centres.

The following recommendations should be taken into account to be communicated to visitors, participants and hired personnel:

- Public transport: people should avoid taking the public transport at peak times in order to stay away from crowds. It is also important to try not to use mobile phone while travelling as it can become contaminated during the journey and to try not to touch one’s face. Moreover, if possible, people should keep at least one meter distance among other users. Finally, windows must be opened on other to facilitate the flow of air inside the vehicle.

- Bicycle or motorbike: riders must wear gloves during their entire journey and they must disinfect them the moment they arrive home. The helmet, goggles and protection equipment must be kept clean. If riders were to sneeze while wearing the helmet, the person must carry out a special cleaning and must not allow anyone to wear it.

- Private car: Drivers have to clean the surfaces of the vehicle that they have been in contact with such as the safety belt, the wheel, the instrument area and the hand break. It is necessary to verify the current state of the air conditioning filter, which should be changed every air according to manufacturers.

- Arriving at the destination: people must remove their shoes at the entrance and clean the sole with soap and water. Then, they have to wash their hands before interacting with other people or relatives. It is also important to disinfect with alcohol or soap and water the elements that were manipulated in the house exterior.

It is important to stress that anyone who participates, visits or works at the event have to implement the norms that were established by Argentina’s Ministry of Transport and also the regulations of each jurisdiction.

IV. ENCOURAGING AND ENFORCING MEASURES

V. In this section, the following will be developed:

IV.a. Communication

IV.a.1 displaying measures and cleaning regimes

IV.a.2 communication with local authorities

IV.a.3 manage on-site concerns, questions and new sources of information

IV.b. Legal Framework Defining Duties and Responsibilities

IV.c. Medical Service Points

IV.d. Training on COVID-19 Prevention

IV.a. Communication

It is extremely important to communicate and to display the measures and recommendations to be implemented by participants, visitants and/or personnel. A plan to encourage and to enforce the established measures needs to be developed. To this mean, different techniques and recommendations will be detailed in the following sections:

IV.a.1 Displaying Measures and cleaning regimes

Displaying 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, and flyers: all important to use to reinforce basic messaging about cleanliness, personal behaviour, 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.
IV.a.2 Communication with local authorities

It is important to maintain a close relationship with local authorities and conduct regular meetings to inform them of activities, to demonstrate requirement compliance, and to 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 performance, and help notice and address any issues.

It is necessary to work together with local government authorities, so as to ensure the correct communications about the establishment and, especially, about the enforcement of the Safety, Occupational Health and Environment regulations. The objective of these communications is to avoid any misinformation about the events, any rumours that my come up, and to facilitate any regular operations. The lack of information, any dispute over information or vague data from the regulators can be shocking when reopening activities and when working hard to meet with the established requirements for organizations. It is important to get the local government’s approval on information about the health and safety preparations of the organization.

IV.a.3 Manage concerns, questions and new sources of information

1. Augmenting the standards 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. The 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 of, on the one hand, instructing and equipping them to answer “Frequently Asked Questions,” and, on the other, of having health, safety and environment expertise on call. Make an expert like the health, safety and environment leader present at the event or, if any other person answers, the health and safety framework implementation leader should also be available to answer questions.

2. Pushing basic knowledge towards ‘questions answer points.’ More questions are likely to be received 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, it is a good idea to seek to ensure members of the team that will interface with customers are provided regular updates on basic changes in operations and procedures.

3. Considering ‘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.

4. Designating 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 the industry (including new opportunities and the emergence of new risks);
• Learn about new solution sets that might be applied in venues or events.

This may be as simple as appointing one person to perform this duty; or assigning two people 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.

IV.b. Legal Framework Defining Duties and Responsibilities

Codifying the duties and responsibilities of different stakeholders and their role or function in the establishment 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. Engaging and be as comprehensive as possible in including all of the key stakeholders, so as to make clear what is expected of whom in performing their duties, and draw this up in a framework format. The establishment’s legal department or law firm could help to draw up and approve the framework.

IV.c. Medical Service Points

Establishing multiple medical service points where staff and visitors can receive medical attention. This may involve rendering assistance, advice, performing a health screening test, or activation of the case protocols described in Chapter 1. It is essential to staff such service stations with properly trained and qualified personnel, and make them well-visible so they are easy to find.

IV.d. Training on COVID-19 Prevention

1. If not already present, initiate a health, safety and environment 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. Other people apart from regular staff should also be considered for training.
2. Tracking, monitoring and verifying 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. Considering 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. The available offerings should be studied to check for quality, experience and competence. It also important to consider whether they might prove a valuable option for the team, or part of the team like new hires or temporary workers.
ACKNOWLEDGMENTS

Special thanks for the collaboration and technical support from:
- Fair venues
- Events rooms
- Hotels
- Convention centres
- Professional organizations
- AOCA technical team
- Buenos Aires C& VB technical team
- AI companies that gave us technical support and advice.