WPSP COVID-19 GUIDANCE DOCUMENT FOR PORTS

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Foreword

The operation of ports is of vital importance to face the coronavirus (COVID-19) crisis. Ports ensure that the world's medical supplies, food, fuel and raw materials, as well as manufactured goods and components vital to the preservation of employment, continue to reach their intended destinations.

In the spirit of international collaboration that drives the World Ports Sustainability Program, this guidance document is meant to help ports worldwide face the challenge, by providing a menu of options based on best practices from ports worldwide.

The goal is to provide support for the implementation of actions to prepare and alleviate coronavirus-related contingencies for port terminals and other maritime trade players. In addition, the actions could foster open collaboration to mitigate the pandemic.

The guidance document is updated based on contributions by ports worldwide and under the supervision of a dedicated WPSP Taskforce.

This edition of the *Guidance on ports' response to the corona virus pandemic* is structured along a four-layered approach, to present a methodology and a range of good practices regarding 1) immediate measures addressing port operations, governance and communication, 2) measures to protect the business and financial returns, 3) measures to support customers, stakeholders and community, and 4) measures for getting back to work.

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1. Immediate measures addressing port operations, governance and communication

1.1 Port Operations

Based on the observed international best practices, it is important to act quickly in order to prevent the spreading of the virus, with a focus on the health and safety of the port community while maintaining the port operational. The prioritization of essential port activities should be considered to ensure the preservation of the cargo transportation and logistic chain for the supply of goods necessary towards the community and society, and, towards the containment of the pandemic.

- All ports are assigning **home office** for administrative workers but find themselves in different stages of implementation. IT and telecommunications infrastructure limitations posed challenges for some partners. The remote work authorization regime has its particularities and varies per port. Some ports have assigned home office to their entire administrative workforce while others have dealt with the matter on a case-by-case basis.

- Some ports have established a **secondary port office,** relocating to it a small number of their employees, to minimize disruption in case of a potential quarantine of the main office due to confirmed COVID-19 cases. If such case emerges, the secondary office will take-on all major business roles.

- Nearly all ports are prohibiting **domestic and international travel, institutional visits and face- to-face meetings,** with only very specific exceptions.

- Otherwise, ports are **largely operating as normal,** with allowance for the required/advised social distancing, use of masks and the longer shift changeover times, due to both social distancing and need for cleaning equipment and operational vehicles (STS cranes, vans, side and front loaders) between uses. In several ports, the terminals have reorganized their work in order to allow for the sanitization of vehicles and equipment used by workers before each shift change.

- The **organization of operational teams** varies basically according to port size and type of cargo handled. Some ports have not made changes to their operational workforce, although they have implemented protocols to protect their workers prior to starting and during their daily activities. Most ports have been operating with a rotation system after forming teams A and B, who do not meet each other physically. These teams generally alternate on a weekly basis. In larger organizations, there are examples of reducing the number of people working in shifts A and B to create a standby C team. There is even a more elaborate example of ports that operate with teams A and B while team C is composed of a pool of multidisciplinary professionals who can move through different operational areas.

- To ensure cargo operations, facilitate the creation of operational stand-by teams and/or minimize contagion risks, some ports have ceased non-essential services in order to prioritize and guarantee the **continuity of their core port activities** (maritime access, docking and cargo operations). There are cases of **increased flexibility in port operations,** such as the expansion of the bunker area into an anchoring area to minimize the need for docking.

- Most **cruise ship operations** have been **interrupted.** Only a small number of ports worldwide authorize the docking of cruise ships for humanitarian assistance.

- In locations handling containers, a **"fastlane"** has been created to prioritize medical cargo throughout the entire port logistics chain — including prioritization of the ship in the line-up, availability of pilots and tugboats, cargo handling, access to trucks, and authorization for vehicles to move forward. This procedure may be extended to different types of cargo in view of urgent demands to respond to the pandemic. The creation of a "fastlane" for medical cargo and essential services (oil production, fuel handling, etc.) is a measure of great impact for containment of the pandemic.

- Regarding the **treatment of ships with suspected or actual contamination cases,** ports have been following the decisions of health authorities in each region. In addition, some pro-active, voluntary actions have been identified, such as the designation of dedicated berths (when possible) and implementation of quarantine areas on land for treatment. The protocols for treating suspected COVID-19 cases and vessels' quarantine procedures should avoid the risk that critical berths are effectively taken out of service by quarantined vessels.

- Ports are running their operations while being supported by the authorities as they recognize their fundamental role in the logistics chain and in mitigating the coronavirus' impacts. In line with the findings of the IAPH-WPSP Port Economic Impact Barometer reports, the vast majority of them have **not reported significant impacts on cargo operations.** Exceptions do occur, notably because of some restrictions of land transportation. Some ports have proactively implemented specific

procedures for truck drivers, which consists of checking their body temperature, facilitating identification and access, and establishing social distancing guidelines.

- Carriers also implemented preventative measures aiming to reduce the exposure to risk at ports and at terminals, such as the **temporary suspension of crew changes and prohibiting crews from disembarking** at port terminals.

- On the nautical side of things, some ports experience an **increased number of vessels at anchorage.** This comes as the result of either lack of business (e.g. container trade), or due to limited available storage capacity ashore (e.g. tanker trade). In response to the increased demand for anchorage, ports reconsider their planning in order to optimize the use of the existing anchorage areas, and actively look at options for extra temporary anchorage space to accommodate the increased demand.

- With the increase in numbers and longer stay of ships at anchorage safety concerns need to be addressed. These include higher probability of exposure to extreme weather conditions and associated grounding and collision risks. In response, ports need to **formulate and proactively communicate their policies on the use of anchorage** areas in line with meteorological conditions.

1.2 Port Governance

Implementing specific governance systems to mitigate the crisis and organizing strategic dialogues with public authorities establish the foundation for effective actions to combat the pandemic. Collaboration and communication are key elements towards a rapid and efficient response.

- Different levels of governance organization are being implemented. Most ports have started up **crisis committees** to monitor the crisis' developments and propose mitigation guidelines. Thanks to previously established emergency control plans, some ports have been able to develop more elaborate structures, including thematic subcommittees, such as financial and social responsibility committees.

- Some ports are interacting institutionally and regionally while focusing on strategic dialogue with government stakeholders through professional sector associations. The vast majority of ports are devoting much attention to communication and **dialogue with priority stakeholders,** by maintaining daily contact with clients, terminals, government agencies and the port community (with special attention to pilots and tugboat crews).

- Many of the emergency measures introduced by governments to help mitigate the impact of COVID-19 are necessarily implemented quickly and with limited consultation. It is particularly important that port authorities maintain **close dialogue with the appropriate governmental bodies** to ensure that no measures that might inadvertently impact upon port activities are introduced.

- In few cases, city authorities have given additional duties to the port executive director to assist in delivering critical health care and emergency supplies. In these cases, ports are officially assigned to **manage the logistics side of the pandemic crisis.**

1.3 Communication

Throughout all stages of crisis management, rapid, transparent and proactive communication with all relevant stakeholders is essential to preserve reputation as well as to ensure business continuity.

- As seen in a wide variety of the ports, it is highly recommended to create a **transparent, agile and pro-active** methodology to communicate with the various internal and external stakeholders. The efforts should go towards providing **clear information** of the status of the operations, the implemented response and contingency measures and the care taken of employees and port community members, and, towards enhancing continuous community engagement as well as fostering dialogue. A wide variety of communication tools can be used for this purpose.

- **Managing the risk perception** of the different stakeholders is also key to avoid tensions and undesired situations. Clear and transparent communication on safety procedures, availability and use of protective gear by port employees can assist towards that direction.

- In structuring clear communication efforts for the business continuity stage of the COVID pandemic crisis, it is crucial to maintain **transparency, high team performance and license to operate.** Strategy can be based on the following drivers: 1) deliver information to all stakeholders with transparency, 2) guarantee safety of all, and 3) keep business up and running.

- To maximize the efficiency of communication, it is important to branch the key messages according to the key stakeholders' groups with the right communications tools. The following infographics offer a three-layered guidance on **developing a communication strategy.**

COMMUNICATIONS STRATEGIC PLAN

1. IDENTIFYING KEY STAKE-HOLDERS AND INFORMATION NEEDS

1. INTERNAL
2. EXTERNAL
3. INSTITUTIONAL
4. PUBLIC

2. KEY MESSAGES PER STAKEHOLDER GROUP

1. HEALTH AND SAFETY
2. OPERATIONAL CONTINUITY
3. COMMERCIAL & ADMIN-ISTRATIVE CONTINUITY
4. ACCESSIBILITY
5. TRANSPORTATION & ANCILLARY SERVICES

3. IDENTIFICATION OF OPTIMAL COMMUNICATION TOOLS

1. DIGITAL
2. ELECTRONIC
3. AUDIOVISUAL
4. EXTERNAL CHANNELS
5. PUBLIC CHANNELS

1. IDENTIFYING STAKEHOLDERS AND INFORMATION NEEDS

Identification of your potential stakeholders:

1. INTERNAL
- EXECUTIVE LEVEL
- MANAGEMENT
- OFFICE PERSONNEL
- TEAM LEADERS*
- DOCKWORKERS & STEVEDORES*
- UNION REPRESENTATIVES*

2. EXTERNAL
- PORT USERS (TERMINAL OPERATORS)
- PILOTS
- DREDGING OPERATORS
- SHIPOWNERS, OWNER-OPERATORS, SHIP MANAGEMENT COMPANIES
- SHIPS CREW
- SHIP AGENCIES, OWNER REPRESENTATIVES
- PORT AGENCIES
- SHIP SUPPLIERS (BUNKERS, PROVISIONS, CHANDLERS)
- SURVEYORS

* Possible external

- WAREHOUSE AND INLAND TERMINAL OPERATORS
- FORWARDERS
- CARGO OWNERS
- TRUCK OWNERS
- RAIL OPERATORS
- BARGE OWNER-OPERATORS

3. INSTITUTIONAL
- PORT STATE CONTROL
- EMERGENCY SERVICES (ESPECIALLY HEALTH AUTHORITIES)
- CUSTOMS
- MUNICIPAL AUTHORITIES
- REGIONAL AUTHORITIES
- NATIONAL AUTHORITIES

4. PUBLIC
- COMMUNITY INTEREST AND PRESSURE GROUPS
- PUBLIC

SINGLE EXERCISE PER STAKEHOLDER

1. What are their interests and what information do they need to continue to function effectively during the COVID-19 contagion?
2. What are the three most efficient methods for the messages to reach them?
3. How frequently do they need to be informed?

2. KEY MESSAGES PER STAKEHOLDER GROUP

1. HEALTH AND SAFETY (TANGIBLE PROOF POINTS FOR EACH)
- I. PRIORITIZATION OF SAFETY
- II. PRIORITIZATION OF HEALTH (PHYSICAL)
- III. PRIORITIZATION OF WELFARE/WELLBEING (NON-PHYSICAL)

2. OPERATIONAL CONTINUITY (CARGO LOAD/UNLOAD/TRANS-SHIP/ PASSENGER TRANSIT)
- I. WHAT REMAINS OPERATIONAL (HOW, WHO, WHAT, WHERE)
- II. WHAT IS PROHIBITED DUE TO HEALTH/ SAFETY/WELFARE DIRECTIVES
- III. WHAT HAS BEEN CHANGED TO ENSURE CONTINUITY AND TRUE IMPACT(NEW REGULATIONS, NEW PROCESSES, DELAYS, RESTRICTIONS, CONGESTION)

3. COMMERCIAL AND ADMINISTRATIVE CONTINUITY
- I. WHICH PORT SERVICES REMAIN AVAILABLE (HOW, WHO, WHAT, WHERE)
- II. WHICH PORT SERVICES ARE REDUCED, LIMITED OR UNAVAILABLE
- III. WHAT HAS BEEN CHANGED TO ENSURE CONTINUITY AND TRUE IMPACT

4. ACCESSIBILITY
- I. WHICH AREAS IN THE PORT REMAIN ACCESSIBLE
- II. WHICH AREAS IN THE PORT HAVE BEEN QUARANTINED/CLOSED
- III. WHAT ARE THE CARGO STORAGE CAPACITY UTILIZATION LEVELS (QUAYSIDE, REEFER PLUGS, INDOOR WAREHOUSING CAPACITY, HYDROCARBON AND CHEMICAL TANKER STORAGE)
- IV. INTERMODAL CONNECTIVITY LEVELS (ROAD, RAIL, BARGE, AIR, SHIP-TO-SHIP)
- V. PUBLIC ACCESSIBILITY

5. TRANSPORTATION AND ANCILLARY SERVICES
- I. PUBLIC TRANSPORTATION AVAILABILITY TO AND FROM PORT AREA
- II. PUBLIC ACCESS TO PORT-OPERATED SERVICES AND FACILITIES

3. IDENTIFICATION OF OPTIMAL COMMUNICATION TOOLS

1. DIGITAL
- I. BUSINESS DATA COLLABORATION TOOLS (MICROSOFT TEAMS, WEBEX, SLACK)
- II. REMOTE CONFERENCING (GOOGLE MEET, ZOOM, WHEREBY, SKYPE FOR BUSINESS)
- III. SOCIAL COLLABORATION TOOLS (YAMMER, CHATTER, JIVE)
- IV. MOBILE APPLICATIONS (WHATSAPP, MESSENGER, LINKEDIN, TWITTER, FACEBOOK)

2. ELECTRONIC
- I. WEBSITE/INTRANET
- II. EMAIL MESSAGING
- III. DOCUMENTS AND ADVISORIES (PDFS, NEWLETTERS, PAGETURNERS, PRESENTATIONS)

3. AUDIOVISUAL
- I. RECORDED AND LIVE WEBINARS
- II. RECORDED AND BROADCASTED AUDIOVISUALS
- III. CHANNELS (YOUTUBE, VIMEO)

4. EXTERNAL CHANNELS
- I. SECTOR PRESS
- II. REGIONAL PRESS
- III. NATIONAL PRESS
- IV. INTERNATIONAL PRESS
- V. TELEVISION AND RADIO CHANNELS (TERRESTIAL AND SATELLITE)
- VI. BLOGGERS/VLOGGERS/INFLUENCERS

5. PUBLIC CHANNELS
- I. DEDICATED ONLINE PORTAL/ FORUM/ VIRTUAL TOWN HALL MEETINGS

PORTO DO AÇU

2. Measures to protect the business and financial returns

Several financial reports issued worldwide point to a downward trend in projected world GDP growth, which will be reflected in a disruption of cargo flows. Business in general will be impacted in all sectors and should gather tools to mitigate the financial consequences. The port sector can navigate these changes not only by bracing for the impacts, but also looking for opportunities raised by the new cargo flows.

- A good initiative to prepare actions is to **model scenarios** and the exposure of the port business model to the impact of changing cargo volumes as well as other revenues.
- **Assess the financial risk** based on the classical tools: identify, categorize probability and impact, allocate to modeled scenarios, such as "Level 1 – Minimum Impact, Level 2 – Severe Impact and Level 3 – Liquidity Crisis". Suggested parameters:
  - Level 1: (i) changes in cargo flows or port calls; (ii) slight decline in revenue and (iii) Manageable disruption in operations.
  - Level 2: (i) shut down of terminals and operations; (ii) land-lease revenue impact; (iii) cargo handling revenue impact; (iv) severe impact to profit and loss with probable multi-year effect; (v) operational disruptions beyond controlled environment.
  - Level 3: (i) severe descent in revenue levels; (ii) future feasibility of business case impacted.
- For all of the impacts predicted in the scenarios, relevant **mitigation actions** should be taken, closely monitored and updated on a weekly basis.
- Mitigation actions should be analyzed according to the level of impact predicted as well as individual business models. However, **baseline measures can be considered,** such as:
  - Personnel:
    - Freezing hiring plans;
    - Cancel all trainings that are not critical;
    - Reallocate staff to departments critically involved in execution of mitigation measures;
    - Temporary unemployment (if possible under local labor laws);
    - Prohibition of overtime
  - Financial Stability:
    - Defer or suspend investment CAPEX savings and non-regret suspension;
    - Placing new contracting on-hold;
    - Reconsider and adapt discretionary spending (e.g. marketing, advertising);
    - Negotiate extending payment terms with suppliers to reserve cash;
    - Evaluate cost position and create a mid-long term blueprint of cost saving opportunities (optimize general and administrative costs, run procurement savings programs, implement zero-based budget, etc.)

3. Measures to support customers, stakeholders and community

Ports are actively investigating ways to support their customers and stakeholders to ensure business continuity and overcome the impact of the pandemic in the supply chain.

3.1 Interaction between ship- and shore-based personnel

Several ports report a certain nervousness on the interaction between seafarers and shore-based personnel during port calls.

- This is often attributed to the **different regimes and procedures to mitigate risk** of infection related to the virus that apply for crew members on board ships (set by flag States and shipping companies) and for shore-based workers (set by national and local authorities).
- Requirements and guidance can be seen to differ from State to State and company to company and these differences regarding what should and should not be applied with respect to managing risk is

creating **perceptions that some parties are not following appropriate procedures**, even though the procedures being followed may be those required by the responsible party.

- In response, IAPH has been cooperating with an initiative led by the International Chamber of Shipping (ICS) on COVID-19 related guidelines for ensuring a **safe shipboard interface between ship- and shore-based personnel.** Link to document

3.2 Crew changes

Restrictions on crew changes remain an important concern for the shipping community, for humanitarian, safety and employment-related reasons.

- There is an understanding that in the **short-term, restrictions** will have to remain largely in place as a response to the immediate public health emergency presented by COVID-19.
- However, a global strategy coordinated with key stakeholders is needed to ease restrictions and facilitate the changeover of ships' crews from mid-May onwards. This is primarily an issue for governments, but port authorities can play a pro-active role in **engaging with government and other relevant stakeholders** such as nearby airports.
- A number of ports are introducing some **limited exceptions on crew bans,** inter alia for humanitarian reasons.
- IAPH has participated in the formulation of a **12-step framework of protocols on crew changes** compiled by ICS in coordination with the maritime industry and supported and published by the IMO. The IMO are formally distributing the circular to member states as a recommendation. Link to document

3.3 Social support for mariners

With the remaining restrictions in crew changes, seafarers are often obliged to spend longer periods on board and due to that, may require social support from ashore.

- In response, some ports are allowing **welfare visits on board of vessels by social workers and priests,** in coordination with the national health authorities and with all protective measures being taken. Ultimately, the decision regarding allowing or not the boarding of such welfare agents, lies with the flag State, the shipping line, the Captain, and the terminal.

3.4 Port charges

All stakeholders in the supply chain are currently mapping the potential financial impact of Covid-19 and looking into different options to mitigate this impact.

- As such, several ports report that revenue-generating stakeholders are requesting a flexibilization of payments (e.g. concerning port dues, concession fees). The **response is highly individual** as local rules may apply (e.g. local state aid rules), the impact of Covid-19 and speed thereof differs per region and governmental aid and/or support programs are available in certain countries that are more suited towards this end. The response also depends on commercial relations and the governance model of the port.

3.5 Humanitarian actions

In line with their corporate social responsibility programs, several ports are actively addressing the impact of COVID-19 on their local communities and society at large.

- In the framework of their **corporate social responsibility** activities, ports continue to support ongoing projects and further develop initiatives tackling current COVID-19 related challenges (e.g. supporting local producers in finding alternative ways to sell their products).
- Ports and companies are establishing **committees on social responsibility** and humanitarian affairs aiming to organize and develop activities to assist their communities. Partnerships with local governments are widely established in order to understand the community needs and ensure synergetic actions to maximize positive impact.
- Many ports are engaging on **sourcing, distributing and donating medical supplies and products** for fighting COVID-19. Port practices include:
  - **Direct purchasing** of medical equipment and cleaning products for use within the port community and for donating to health agencies and local authorities.

- ◦ **Establishing partnerships** with clients and other stakeholders joining efforts and/or resources.
- ◦ **Offering international network of contacts** and own international representatives to the relevant governmental authorities to support the search for reliable suppliers of masks and other sanitation supplies.
- ◦ **Providing hygienic kits** to port workers and port commercial visitors (e.g. truck drivers).
- In some ports, port community stakeholders join forces to financially **support medical research and maintenance of medical equipment** for COVID-19 treatment (e.g.maintenance/ repair of mechanical respirators).
- Ports and companies are also partnering to **support small and medium local producers** of items to fight the COVID-19 outbreak (e.g. masks, antiseptics). In such cases, both the COVID-19 outbreak and its impact to the local economy are being addressed in parallel.
- Some ports maintain and disseminate lists of **trustworthy entities and NGOs** to stimulate employees' donations and benefit relevant projects in the surroundings.
- Understanding that illnesses from vaccine-preventable diseases are expected to raise due to COVID-19 restrictions that derail immunization campaigns, ports can organize **vaccination campaigns** for their port workers and employees in partnership with relevant health agencies.

4. Back to work planning

Almost all companies and ports around the world are starting to develop their "back to work planning" and some have even created special committees for that. Main topics discussed include the strategic plan of how make the work place a safe environment to ensure employees confidently return to their routine in the so called 'new normal' working life.

4.1 Protocols

- Composing a detailed, **unambiguous return-to-work memo** to be sent to employees before they are back at work is a good way to establish new policies and procedures. This document should include COVID-19-related prevention guidance, return conditions, hygiene and social distancing measures, as well as advice on what is expected from their side and how port protocols may change to adapt to new coronavirus conditions.
- Consider requesting employees to fill out triage forms (following local legislative guidance) to be able to track employees in the case of infection.
- Encourage employees to wear a mask during their commuting time to and from work (mandatory in the case of use of public transport).
- Keeping an absolute social distance of minimum 1.5m. Adherence to social distancing in a safe working environment should take precedence in all risk assessments for activities inside the office and outside in the port operational environment, with appropriate mandatory PPE instructions where required.
- Maximum use time for a single facemask, if deployed, should not exceed 4 hours.
- Consider limiting use of indoor meeting rooms – only if strictly necessary and at maximum of half its capacity, especially where ventilation is limited.
- Continue existing restrictions on visitors and/or external meetings as well as international travel.
- Reporting protocols with clear instructions for employees who have returned to the office but who then start suffering from COVID-19 symptoms.
- Some ports may decide to test their employees prior to the return to office or establish partnerships with testing labs. Other ports may decide to try and identify the most vulnerable colleagues and map out a plan to minimize risk to their health.

4.2   Suggestions for port employees entering and leaving port areas and offices

- Staggering arrival and departure times at work to reduce crowding in to and from the workplace.
- Limiting access points and set up areas outside the building or port areas to check employee temperatures on a daily basis.

- Providing additional parking or facilities such as motorbike areas/ bike-racks.
- Limiting passengers in shuttle vehicles (for example, work minibuses).
- Using markings and introducing one-way flow at entry and exit points. Providing alternatives to touch-based security devices such as keypads for access to rooms and elevators.

4.3 Suggestions for port employee mobility around the workplace

- Reducing movement through and discouraging non-essential trips around the port. For example, restricting access to some areas, encouraging use of remote telecommunications instead plus portable alert systems (such as smart arm/wristbands) to facilitate social distancing.
- Reducing job and equipment rotation (for example, single task for the day).
- Implementing one-way systems if possible on walkways and staircases around the workplace.
- Using signage such as floor markings to mark out 2m to allow controlled flows of people moving throughout the site.

4.4 Suggestions for shift patterns and working groups

- As far as possible, where people are split into teams or shift groups, fixing these teams or shift groups so that where contact is unavoidable, this happens between the same people.
- Identifying areas where people have to directly pass things to each other (such as job information, spare parts, samples, raw materials) and find ways to remove direct contact (for example by using drop-off points or transfer zones). Risk assessments are recommended involving the employees normally involved in the task in question to increase likelihood of buy-in to the agreed solution.
- Minimizing employee congregation at bottlenecks such as time clocks, reception areas, entrances and exits by staggering arrivals and maintaining strict social distancing during shift handovers by use of floor markings and signage.

4.5 Suggestions for safe indoor and outdoor static workstations

- Avoid employees working face-to-face by, for example, working side-by-side or facing away from each other, ensuring the minimum of 1,5m of physical space between employees.
- If social distancing is not possible, use plexi-screens to separate people from each other.
- Using a consistent pairing system if people have to work in close proximity. This should be considered for two-person working, lifting or maintenance activities that cannot be redesigned, provided they meet local legislation requirements.
- Additional cleaning staff might be needed for conducting more regular deep cleaning of surfaces. Flexible working areas will require extra hygiene attention. Having a second third party cleaning company available in case of infections impacting the main contractor might be advisable.
- Offices with carpets or false ceilings may require hiring third-party companies specialized in cleaning and decontamination.
- Ensure airflow within office area by keeping windows open or by adjusting air conditioners with air-filtration systems. Offices with permanent air conditioning should consult with their supplier or with a specialized HVAC company to ensure clean air flow.
- New technology to assist control social distancing are also being implemented, such as a digital bracelet that ensures social distancing and permits contact tracing.

4.6 Suggestions for meetings

- Before considering any face-to-face meeting, evaluate feasible alternatives first. .
- For areas where regular meetings take place, use floor signage to help people maintain social distancing. Where possible, conduct meetings in open or outside spaces.
- Limiting or restricting use of high-touch items and equipment (for example, printers, whiteboards). Avoiding sharing telecommunication devices, stationary and/or other objects.

4.7 Suggestions for communal areas

- Balancing human need for interaction with unnecessary risks associated with social gatherings of

more than two persons will require careful attention towards:

- ◦ Ensuring sufficient space across common areas (e.g. receptions, staircases).
- ◦ Staggering break times to reduce pressure on break rooms or canteens.
- ◦ Using outdoor areas for common areas where possible.
- ◦ Using protective screening for staff in receptions, dining or similar areas.
- ◦ Reconfiguring seating and tables to maintain spacing and reduce face-to-face interactions by use of plexi-screens.
- ◦ Regulating use of locker rooms, changing areas and other facility areas to reduce concurrent usage.

4.8 Suggestions related to digital port systems

- • Review the changes that occurred during the application of restrictions and lockdown and their impact on digital systems, operations and processes. Take action to adapt digital systems accordingly and increase their resilience for any similar situations in the future.
- • Digitalize all processes that are still paper-based, where feasible.
- • Ensure authentication and security processes of port digital systems, including cyber security measures. All actions should take into consideration an exceptional increase in external access conditions.

4.9 Facilitating a positive workplace mindset

- • Provide useful tips for employees by strategically placing signage and posters in communal areas on health and safety measures.
- • Encourage a positive mind set by proposing alternative greeting and farewell gestures as well as briefings on good practices and new ideas and suggestions from the employees themselves (see COMMUNICATIONS PLAN section).

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Contact us and provide your feedback

To share information about your actions to mitigate the potential impact of COVID-19 on your port or for any questions you may have, please contact us at:
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