

COVID-19 Office Risk Assessments & Ince, in any case

Reopening our UK Offices

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Europe & Middle East & Asia

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Introduction

This document outlines the approach of The Ince Group in the UK to management of the risks of COVID-19 and its impact on our ability to operate from our offices.

Provisions relating to specific offices are detailed in separate documents and these are available upon request.

Human Resources

Working from Home

Objective: That everyone should work from home, unless they cannot work from home.		
Steps	Has this been actioned?	Details
Staff should work from home if at all possible. Consider who is needed to be on-site	Y	All staff instructed to work from home where possible. Selected offices are open for staff to attend when needed
Planning for the minimum number of people needed on site to operate safely and effectively	Y	Select staff allowed in to the office for business critical reasons only in specific locations. This requires prior approval and is being managed on a centralised office visitor tracker.
Monitoring of wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if the majority of their colleagues are onsite	Y	All staff are working from home except a limited number of pre-approved staff who are authorised to attend for business critical functions. Regular communications and engagement with all staff both by managers and more widely. These include regular communications through different methods to stay connected. Mental health panel send regular updates about support available for staff as well as how they can get in contact with our mental health first aiders.

Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security	Y	Regular communications and engagement with all staff both by managers and more widely. As above.
Providing equipment for people to work at home safely and effectively, for example, remote access to work systems	Y	All staff who are required to work from home have been enabled to do so.

Protecting Vulnerable Individuals

Objective:	To protect clinically vulnerable and clinically extremely vulnerable individuals	
Steps	Has this been actioned?	Details
Providing support for workers around mental health and wellbeing. This could include advice or telephone support.	Y	Regular 'keep in touch' email communications include information about mental health and wellbeing resources available. The Mental Health Panel also distribute communications identifying Mental Health First Aiders who are able to provide assistance.
See current guidance for advice on who is in the clinically extremely vulnerable and clinically vulnerable groups.	Y	As per the Government Advice

Objective:	To make sure individuals who are advised to stay at home under existing government guidance do not physically come to work. This includes individuals who have symptoms of COVID-19 as well as those who live in a household with someone who has symptoms.	
Steps	Has this been actioned?	Details
Enabling workers to work from home while self-isolating if appropriate.	Y	All staff who can work from home have been enabled to. Sickness absence reporting procedures have been reiterated,

		and those who are self-isolating are able to continue working from home if practical to do so.
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Equal Rights

Objective: To treat everyone in your workplace equally.		
Steps	Has this been actioned?	Details
Understanding and taking into account the particular circumstances of those with different protected characteristics.	Y	Our Diversity & Inclusion (D&I) strategy promotes equality at every stage of the employee lifecycle. The D&I sub-panels also focus on initiatives, communication and policies in key areas such as race and sexual orientation. This is to ensure the circumstances of those with different protected characteristics do not result in a disadvantage at work.
Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk, or might make any steps you are thinking about inappropriate or challenging for them.	Y	As above. Additionally, qualified and experienced HR advisors, and qualified Mental Health First Aiders appropriately communicate with both affected individuals and with line managers in an advisory capacity.
Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.	Y	Reasonable adjustments are made as required.
Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers.	Y	Reasonable adjustments are made as required.
Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to	Y	Reasonable adjustments are made as required.

others, for example, those with caring responsibilities or those with religious commitments.		
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Facilities

Maintaining Social Distancing

Arrival and Departure

Objective: To maintain social distancing wherever possible, on arrival and departure and to ensure handwashing upon arrival.		
Steps	Has this been actioned?	Details
Staggering arrival and departure times at work to reduce crowding into and out of the workplace, taking account of the impact on those with protected characteristics.	Y	A dedicated Building Access email has been created to monitor and manage attendance in the Office. This includes staggering entry and egress times.
Providing additional parking or facilities such as bike-racks to help people walk, run, or cycle to work where possible.	Y	This has been considered where practical to undertake and outlined in our Office specific risk assessments.
Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty.	N/A	The Ince Group retain no corporately owned vehicles.
Reducing congestion, for example, by having more entry points to the workplace.	Y	Congestion surrounding building entry and egress has been considered with new protocols being introduced to manage.
Providing more storage for workers for clothes and bags.	Y	This has been considered where practical to undertake and outlined in our Office specific risk assessments.
Using markings and introducing one-way flow at entry and exit points.	Y	Outlined in our specific Office risk assessments. Appropriate signage and Office floor plans distributed.

Travelling Between Sites

Objective:	To maintain 2m social distancing wherever possible, including while arriving at and departing from work, while in work and when travelling between sites.	
Steps	Has this been actioned?	Details
Creating a one way system where possible to avoid cross over in corridors.	Y	Each place of work has been specifically designed to avoid cross over. Appropriate signage and Office floor plans distributed.
Appropriate signage needs to be made to reiterate social distancing and display in the office.	Y	Appropriate signage reiterating social distancing installed in all UK Offices particularly in communal areas.
Appropriate measure to ensure that staff members are not sat within 2m of each other.	Y	Floor plans outlining which desks are safe to use distributed to staff attending the office. Workstations not appropriate for use identified as such. Staff attending the office will be allocated a desk for the day. All used desks will be sanitised at the end of every day.
Ensure that social distancing is adhered too when getting to work	Y	If travelling to work, the preferred method is to cycle, walk or drive, public transport can also be use if necessary. This policy will be reviewed on an on-going basis.

On-Site Processes

Providing handwashing facilities, or hand sanitiser where not possible, at entry/exit points and not using touch-based security devices such as keypads.	Y	Hand sanitiser has been provided and placed in high traffic areas and meeting rooms. This includes entry and exit points.
Defining process alternatives for entry/exit points where appropriate, for example, deactivating turnstiles requiring pass checks in favour of showing a pass to security personnel at a distance.		This has been considered where practical to undertake and outlined in our Office specific risk assessments.

Objective: To maintain social distancing wherever possible while people travel through the workplace.		
Steps	Has this been actioned?	Details
Reducing movement by discouraging non-essential trips within buildings and sites, for example, restricting access to some areas, encouraging use of radios or telephones, where permitted, and cleaning them between use.	Y	To reduce movement within and between Offices a variety of communications software has been deployed. Further information is outlined in our Office specific risk assessments.
Restricting access between different areas of a building or site.	Y	One way systems have been introduced to restrict staff congestion points and cross over.
Reducing job and location rotation.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments. This will be communicated on an individual basis.
Introducing more one-way flow through buildings.	Y	One-way systems have been introduced where practical to undertake.
Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments. Where lifts are present the maximum number of occupants is communicated.
Making sure that people with disabilities are able to access lifts.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.
Regulating use of high traffic areas including corridors, lifts turnstiles and walkways to maintain social distancing.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.

Workstations

Objective: To maintain social distancing between individuals when they are at their workstations.		
Steps	Has this been actioned?	Details
Review layouts and processes to allow people to work further apart from each other.	Y	Desk layouts have been reviewed. Available desks, that allow social-distancing to take place, will be indicated within the offices and staff attending will be allocated to a specific desk for the day. Appropriate signage is also installed.
Using floor tape or paint to mark areas to help workers keep to a 2m distance.	Y	Tape is on the floor to mark out the one way systems.
Only where it is not possible to move workstations further apart, arranging people to work side by side or facing away from each other rather than face-to-face.	Y	Desk layouts have been reviewed. Available desks, that allow social-distancing to take place, will be indicated within the offices and staff attending will be allocated to a specific desk for the day. Appropriate signage is also installed.
Only where it is not possible to move workstations further apart, using screens to separate people from each other.	N/A	Workstations not appropriate for use identified as such.
Managing occupancy levels to enable social distancing.	Y	Visitor quotas stated in our Office specific risk assessments. Office quotas will change as we progress/regress through our Reopening UK Offices Strategy. This is reviewed on a weekly basis.
Avoiding use of hot desks and spaces and, where not possible, for example, call centres or training facilities, cleaning workstations between different occupants including shared equipment.	Y	Staff members who attend an office are instructed to use a specific desk for that day. Each evening workstations and equipment is disinfected as part of cleaning protocols.
Using remote working tools to avoid in-person meetings.	Y	In-person meetings can be facilitated if other means are not viable. Meeting quotas are stated in our Office specific risk assessments. Every effort to host meetings via telephone or similar platforms are to be sought in the first instance.

Only absolutely necessary participants should attend meetings and should maintain 2m separation throughout.	Y	Meetings will only proceed if all other alternatives have been exhausted. Meeting rooms have been set up accordingly and attendees are to be kept to a minimum.
Avoiding transmission during meetings, for example, avoiding sharing pens and other objects.	Y	Shared stationary will be removed from all meeting rooms. Telephony and other hardware can be operated, disinfectant wipes have been provided to use before and after use.
Providing hand sanitiser in meeting rooms.	Y	Hand sanitiser is provided in all meeting rooms.
Holding meetings outdoors or in well-ventilated rooms whenever possible.		This has been considered where appropriate and outlined in our Office specific risk assessments.
For areas where regular meetings take place, using floor signage to help people maintain social distancing.	Y	Appropriate signage will be displayed however regular meetings are to be avoided unless absolutely necessary.

Common Areas

Objective: To maintain social distancing while using common areas		
Steps	Has this been actioned?	Details
Working collaboratively with landlords and other tenants in multi-tenant sites/buildings to ensure consistency across common areas, for example, receptions and staircases.		This has been considered where appropriate and outlined in our Office specific risk assessments.
Staggering break times to reduce pressure on break rooms or canteens.	Y	Staggered breaks to be introduced with one person on a table allowed at any one time.
Using safe outside areas for breaks.	Y	Where possible, outside space will be the preferred option for break out areas.
Creating additional space by using other parts of the workplace or building that have been freed up by remote working.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.
Installing screens to protect staff in receptions or similar areas.	Y	Receptions will remain closed and external visitors are not permitted. This will be reviewed on a weekly basis.

Providing packaged meals or similar to avoid fully opening staff canteens.	Y	Staff are responsible for their own meals.
Encouraging workers to bring their own food.	Y	This is communicated as part of the guidance issued to all staff attending an office.
Reconfiguring seating and tables to maintain spacing and reduce face-to-face interactions.	Y	Desk layouts have been reviewed. Available desks, that allow social-distancing to take place, will be indicated within the offices and staff attending will be allocated to a specific desk for the day. Appropriate signage is also installed.
Encouraging staff to remain on-site and, when not possible, maintaining social distancing while off-site.	Y	This has been communicated to staff.
Regulating use of locker rooms, changing areas and other facility areas to reduce concurrent usage.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.
Encouraging storage of personal items and clothing in personal storage spaces, for example, lockers and during shifts.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.

Prioritising Safety during an Incident

Objective:	To prioritise safety during incidents	
Steps	Has this been actioned?	Details
If an employee has symptoms of Covid -19 they are not to come in to the office	Y	We have advised all staff that if they have any symptoms they are not to return to the office for 14 days and self-isolate. In accordance with current Government guidance staff are encouraged to seek appropriate medical advice if necessary. Source: UK Government [https://www.gov.uk/coronavirus]
Ensuring that if an employee develops symptoms whilst in the office they are to be sent home	Y	If an employee develops symptoms whilst in the office they are immediately sent home. Staff in the office on that

		particular day are not allowed to return to the office for 10 days. Source: UK Government [https://www.gov.uk/coronavirus]
Increased cleaning schedule	Y	Cleaning schedules and duties enhanced. The Group encourages staff to clean and disinfect their areas of use using the appropriate resources provided. This includes but not limited to; workstations, eating areas and restrooms. Source: UK Government [https://www.gov.uk/coronavirus]

Minimising Unnecessary Office Visits

Objective: To minimise the number of unnecessary visits to offices		
Steps	Has this been actioned?	Details
Encouraging visits via remote connection/working where this is an option.	Y	All staff who are required to work from home have been enabled to do so.
Where site visits are required, site guidance on social distancing and hygiene should be explained to visitors on or before arrival.	Y	When external visitors are permitted on site it is required that they complete a questionnaire prior to arriving at any of our Offices. Completed questionnaires and HoO authorisation is sent to the Building Access team.
Limiting the number of visitors at any one time.	Y	A dedicated Building Access email has been created to monitor and manage attendance across all UK offices.
Limiting visitor times to a specific time window and restricting access to required visitors only.	Y	A dedicated Building Access email has been created to monitor and manage attendance across all UK offices. This includes staggering entry and egress times. Visitors will be advised that they cannot attend during peak times.

Determining if schedules for essential services and contractor visits can be revised to reduce interaction and overlap between people, for example, carrying out services at night.	Y	Planned Preventative Maintenance (PPM) will be during out of office hours where practical, along with ad-hoc maintenance. Where this is not practical, external visitor guidelines is to be adhered to.
Maintaining a record of all visitors, if this is practical.	Y	Records will be centralised with the Building Access team.
Revising visitor arrangements to ensure social distancing and hygiene, for example, where someone physically signs in with the same pen in receptions.	Y	Visitors will have access to hand sanitiser but are discouraged to sign for deliveries. Most vendors already have “no signature required” delivery options.

Maintaining Safety in the Office

Objective:	To make sure people understand what they need to do to maintain safety. Steps that will usually be needed:	
Steps	Has this been actioned?	Details
Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage or visual aids and before arrival, for example, by phone, on the website or by email.	Y	Guidance will be provided in our external visitor questionnaire, signage will be displayed throughout the Office and staff will also be able to reiterate social distancing.
Establishing host responsibilities relating to COVID-19 and providing any necessary training for people who act as hosts for visitors.	Y	All staff have been issued with guidance on Covid-19 safety.
Reviewing entry and exit routes for visitors and contractors to minimise contact with other people.	Y	Office layout reviewed to promote social distancing. Appropriate signage installed. Details will be made available to all visitors.
Coordinating and working collaboratively with landlords and other tenants in multi-tenant sites, for example, shared working spaces.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.

Reopening Closed Sites

Objective:	To make sure that any site or location that has been closed or partially operated is clean and ready to restart, including: <ul style="list-style-type: none"> • An assessment for all sites, or parts of sites that have been closed, before restarting work. • Carrying out cleaning procedures and providing hand sanitiser before restarting work. 	
Steps	Has this been actioned?	Details
Checking whether you need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.
Most air conditioning system do not need adjustment, however where systems serve multiple buildings or you are unsure, advice can be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.
Opening windows and doors frequently to encourage ventilation, where possible.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.

Maintaining Hygiene & Cleanliness

In the Workplace

Objective: To keep the workplace clean and prevent transmission by touching contaminated surfaces.		
Steps	Has this been actioned?	Details
Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.	Y	Staff are to be allocated a desk for the entire day, the desks and equipment will be sanitised at the end of each day as part of agreed cleaning protocols.
Frequent cleaning of objects and surfaces that are touched regularly, such as door handles and keyboards, and making sure there are adequate disposal arrangements.	Y	Cleaning operatives have been issued guidance around high-touch areas. The Group encourages staff to clean and disinfect their areas of use using the appropriate resources provided. This includes but not limited to; workstations, eating areas and restrooms.
Clearing workspaces and removing waste and belongings from the work area at the end of a shift.	Y	A strict clear desk policy will be enforced to ensure desks and equipment can be cleaned correctly.
Limiting or restricting use of high-touch items and equipment, for example, printers or whiteboards.	Y	Sanitiser will be placed by high touch areas such as kitchens and printers.
If you are cleaning after a known or suspected case of COVID-19 then you should refer to the specific guidance.	Y	A substantial deep clean will be carried out in accordance with Government advice.

Personal Hygiene

Objective: To help everyone keep good hygiene through the working day.		
Steps	Has this been actioned?	Details
Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.	Y	Signage displayed in each UK office.
Providing regular reminders and signage to maintain personal hygiene standards.	Y	Signage displayed in each UK office.
Providing hand sanitiser in multiple locations in addition to washrooms.	Y	Sanitiser is available.
Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible.	Y	Signage displayed in each UK office.
Enhancing cleaning for busy areas.	Y	Disinfecting of high traffic areas will be conducted after lunch time and every evening.
Providing more waste facilities and more frequent rubbish collection.	Y	Multiple bins have been provided.
Where possible, providing paper towels as an alternative to manually operated hand dryers in hand washing facilities.	Y	Motion sensor hand dryers are installed which do not require manual operation. Paper towels are also available as an alternative.

Communal Changing Rooms

Objective: To minimise the risk of transmission in changing rooms and showers.		
Steps	Has this been actioned?	Details
Where shower and changing facilities are required, setting clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and that social distancing is achieved as much as possible.	Y	This has been considered where appropriate and outlined in our Office specific risk assessments.
Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day.	Y	Enhanced cleaning measures have been introduced throughout the business. This is outlined in our Office specific risk assessments.

Reducing Transmission

Objective: To reduce transmission through contact with objects that come into the workplace and vehicles at the worksite.		
Steps	Has this been actioned?	Details
Cleaning procedures for goods and merchandise entering the site.	Y	New protocols for receiving goods and merchandise has been implemented.
Cleaning procedures for vehicles.	N/A	The Ince Group retain no corporately owned vehicles.
Introducing greater handwashing and handwashing facilities for workers handling goods and merchandise and providing hand sanitiser where this is not practical.	Y	Office receptions and delivery bays have access to nearby hand washing facilities with hand sanitiser.
Regular cleaning of vehicles that workers may take home.	N/A	The Ince Group retain no corporately owned vehicles.
Restricting non-business deliveries, for example, personal deliveries to workers.	Y	Staff have been instructed not to order personal items to the Office to reduce the number of incoming deliveries.

Operations

Shift Patterns & Working Groups

Objective: Shift patterns and working groups		
Steps	Has this been actioned?	Details
As far as possible, where staff 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.	Y	New rota systems have been introduced.
Identifying areas where people directly pass things to each other, for example office supplies, and finding ways to remove direct contact, such as using drop-off points or transfer zones.	Y	In all facilities with high touch points sanitiser is to be used regularly and shared items have been removed. If documents or files need to be transferred between staff they should be emailed in the first instance.

Travelling between Offices

Objective: To avoid unnecessary work travel and keep people safe when they do need to travel between locations.		
Steps	Has this been actioned?	Details
Minimising non-essential travel – consider remote options first.	Y	Travel between offices has been suspended until further notice.
Minimising the number of people travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face.	N/A	The Ince Group retain no corporately owned vehicles.
Cleaning shared vehicles between shifts or on handover.	N/A	The Ince Group retain no corporately owned vehicles.

Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines.	Y	Staff are only to travel to a different office for pre-approved business critical reasons. This includes international travel.
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Deliveries

Objective:	To help workers delivering to other sites such as branches, or suppliers' or customers' premises to maintain social distancing and hygiene practices.	
Steps	Has this been actioned?	Details
Putting in place procedures to minimise person-to-person contact during deliveries to other sites.	Y	Deliveries are to be sent using DX and Royal Mail. All items that are received are to be opened in Reception. All packaging is to be discarded. Staff are to sanitise/wash their hands after handling deliveries.
Maintaining consistent pairing where two-person deliveries are required.	Y	This is done externally and no large objects are to be moved.
Minimising contact during payments and exchange of documentation, for example, by using electronic payment methods and electronically signed and exchanged documents.	Y	All staff have been instructed to use electronic copies or meet virtually to avoid the handing over of documents.

Goods Entering the Office

Objective:	To maintain social distancing and avoid surface transmission when goods enter and leave the site.	
Steps	Has this been actioned?	Details
Revising pick-up and drop-off collection points, procedures, signage and markings.	Y	New protocols for receiving goods and merchandise has been implemented.

Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.	N/A	Not applicable to The Ince Group.
Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.	Y	The only external delivery other than DX or Royal Mail is stationary which has been reduced to one delivery every two weeks.
Where possible and safe, having single workers load or unload vehicles.	Y	Delivery drivers are responsible for loading/unloading their vehicle.
Where possible, using the same pairs of people for loads where more than one is needed.	Y	In the unlikely event this occurs it will be enforced.
Enabling drivers to access welfare facilities when required, consistent with other guidance.	N/A	Not applicable to The Ince Group.
Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.	N/A	Not applicable to The Ince Group.

COVID-19 Safety Procedures

Objective:	To make sure all workers understand COVID-19 related safety procedures.	
Steps	Has this been actioned?	Details
Providing clear, consistent and regular communication to improve understanding and consistency of ways of working.	Y	Communications via multiple channels are regularly circulated with open-dialogue promoted to ensure understanding and consistency.
Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements.	Y	A variety of internal communication facilities have been utilised with regular and open dialogue. Changes in working arrangements are agreed in liaison with the HR Department.

Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.	Y	Internal processes and policies are regularly reviewed and updated to ensure the best advice at the time is promoted.
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Communication & Engagement

Objective:	To make sure all workers are kept up to date with how safety measures are being implemented or updated.	
Steps	Has this been actioned?	Details
Ongoing engagement with workers (including through trades unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments.	Y	A variety of internal communication facilities have been utilised with regular and open dialogue. Changes in working arrangements are agreed in liaison with the HR Department.
Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).	Y	Communications include information about mental health and wellbeing resources available to all staff. The Group Mental Health Panel also has Mental Health First Aiders who are able to provide assistance.
Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language.	Y	Health and Safety Executive (HSE) approved signage with easy to understand instructions deployed throughout Offices.
Using visual communications, for example, whiteboards or signage, to explain changes to schedules, breakdowns or materials shortages to reduce the need for face-to-face communications.	Y	Every effort to hold conversations via telephone or similar platforms are to be sought. Appropriate visual aids have been installed throughout buildings to reduce the requirement of face-to-face conversations.
Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience.	Y	Discussions with multiple landlords have aided The Ince Group to unify our approach and strategy. This has included multiple telephone conferences as well as webinars and keynotes.