

Chairman's Office

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24th April, 2020

H.E. President of the Republic of Cyprus
Mr. Nicos Anastasiades
Presidential Palace
Nicosia

Your Excellency Mr. President,

Subject: OEB's Suggestions for the Gradual Restart of the Economy

The Covid-19 pandemic affecting Cyprus alongside many other countries in the world, has caused an inconceivable crisis at various levels.

The protection of public health in general and care especially for vulnerable citizens more specifically, has been a top priority from the onset.

The Government responded with impressive reflexes and took a series of painful, yet, extremely effective decisions. You have set up an epidemiological study team, consisting of prominent scientists, from which you receive recommendations that are scientifically substantiated, for managing the epidemiological aspect of the crisis.

Judging by the outcome, the Government has achieved a small miracle. The number of cases and deaths by the virus, both objectively and comparatively with other more economically developed countries, demonstrate the magnitude of this success.

It is this success that now allows for the planning of a gradual return of the economy to normalcy.

On the economic side of the crisis, the unprecedented damage caused to business activities has also prompted the Government to allocate an extraordinary portion of public funds to keep social and productive forces alive.

The Cyprus Employers & Industrialists Federation (OEB) has done everything in its power during this time, to ensure that companies are in full compliance with the requirements of the Government Decrees, but also to contribute with constructive suggestions in the decision-making process for rescuing the economy without loss of job positions.

Your Excellency Mr. President,

On behalf of the Members of the Board of Directors of OEB, I express our deepest gratitude to the three Ministers of your Government, the Minister of Health Mr. Constantinos Ioannou, the Minister of Finance Mr. Constantinos Petrides and the Minister of Labour, Welfare and Social Insurance Ms. Zeta Emilianidou, who carried along with you the main burden of the rescue efforts for saving our country. Our gratitude is not only towards the effectiveness with which they carry out their respective missions but also for the continuous communication and interaction with OEB, whenever this was deemed necessary, so as to maximize the effectiveness of Government decisions and Plans.

Today, forty days after your historic Address of March 15th to all citizens, we can optimistically plan the gradual exit of the Country from the restrictive measures.

Our optimism stems not only from the declining course of the epidemic but also from your extremely apt decision to consult with the stakeholders of our country, so that your decisions bring about the fastest possible return to normalcy with minimal exposure of the citizens to the risk of the virus.

OEB, with every sense of the responsibility laid upon us, drafted suggestions which are attached as an Annex and are herewith submitted for evaluation and utilization by your officials. We never took on the role of an expert epidemiologist, nor will we do so now.

However, we are convinced that it's now the time to take wise and courageous steps that will allow for the fast restoration of the normal state of affairs. It is time to relax the restrictive measures and with continuous laboratory diagnostic tests to monitor the progress of the virus, taking the necessary corrective actions to ensure that by protecting the population, the economy is also protected while reducing the collateral damage caused by the recession and the prolonged inactivity of the production process.

Your Excellency, Mr. President, united as never before, determined to defeat the invisible enemy and regain our lives, OEB and the business community it represents, are standing by you and your officials and remain at your disposal at all times, until this war is won.

Yours sincerely,

GEORGE PETROU
Chairman

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OEB's RECOMMENDATIONS FOR THE GRADUAL RESTART OF THE ECONOMY

INTRODUCTION

(A) Europe

Fourteen European countries have already announced and started implementing plans for the gradual lifting of the restrictive measures imposed to prevent the spread of the coronavirus (exit plans).

The gradual relaxation was conservatively designed, **aiming to keep the number of Covid-19 cases within the capabilities of the national health systems of each Country** and more specifically of the Intensive Care Units (ICU).

The most basic conclusion is that **no country expects to reach zero Covid-19 cases before the restart of its economy**. This is out of the question since the effects of a prolonged economic recession and the restrictions on the citizens, according to experts, leads to an increased number of deaths from other diseases as treatment and diagnostic activities have been suspended, while the increase in poverty creates the "patients" of the following period.

An additional common feature of the actions planned by these countries, is the acceptance **that economic and social activity will coexist with the risks of the virus**. Individual and collective protection measures will diversify the way businesses and social activities operate, but will not stop the virus.

It is noted that all exit plans have common approaches, but differences are also identified, both in the categories of activities that will be allowed to restart and in the time sequence of return.

The data available from BusinessEurope of the fourteen countries are attached as **Attachment 1**.

(B) OEB's process

OEB's proposals that follow, draw ideas from European practices but are mainly the product of a thorough process led by the Executive Committee, after consultation with the main representatives of the sectors/categories which, as a result of the measures, are idle or drastically under-functioning.

In particular, OEB consulted extensively with the main protagonists of the following:

- Construction sector
- Retail trade
- Catering industry (restaurants, cafes, leisure centers, bars, pubs, etc.)
- Cultural activities, events and conferences (theater, cinema, museums, conferences, etc.)

The business Associations, the companies, the group of companies, the organizations and other professional bodies that participated in OEB's consultations (via teleconferences and submission of written opinions) in order to formulate the following proposals, are attached as **Attachment 2**.

Finally, OEB utilized the knowledge and experience **of the Occupational Doctor/Epidemiologist, Dr. Elpidoforos Sotiriadis, the specialist in Occupational Health and Safety, Mr. Athos Charalambous and the expert in risk assessment and risk management, Mr. Constantinos Neophytou.**

(C) Check List for Occupational Health and Safety

An integral part of the gradual return to economic activity is the implementation of specialized occupational health and safety measures, specifically oriented to the risks of the virus.

OEB experts have prepared a generic "Check List" for use by each company before returning to operation but also during operation under the new circumstances. The Plan is based on the relevant recommendations and specifications of the European Commission and **has been approved by both the Department of Labour Inspection of the Ministry of Labour and the Department of Medical Services of the Ministry of Health.**

The "Check List" is attached as **Attachment 3** and will be widely distributed to all businesses in order to be used as a guide for updating health and safety plans, according to the specific characteristics of each business activity.

(D) Risk assessment per sector of economic activity

Recommendations for restarting have been based on the readiness of each sector and specifically those who have been suspended by decree, but also on the risk assessment per sector of economic activity, as analyzed by OEB's partner Mr. Athos Charalambous, in a document entitled "The Covid-19 epidemic and the restart of the economy in Cyprus - Note for OEB ", which is attached as **Attachment 4**.

The optimistic message from this document is that Supermarkets and Pharmacies are evaluated at "risk level 8" while construction is ranked at "2", catering in open spaces at "3" and indoor catering at "6". Therefore, considering that with the supermarkets and pharmacies in full operation, we managed to reduce the Covid – 19 cases to these spectacular levels, we can confidently take the next steps.

HORIZONTAL RECOMMENDATIONS BY THE SPECIALISTS

Main elements of all expert guidance are,

In relation to **employees**:

- systematic training in virus risk management, issuance of mandatory guidelines by the Ministry of Health (ideally per sector / profession),
- use of the necessary personal protective equipment, mainly antiseptics, masks, glasses and/or gloves,
- submission to a laboratory test in accordance with the instructions of the Ministry of Health and immediate isolation and examination of anyone suspected as a possible Covid-19 case.

In relation to the **general population**:

- containment of vulnerable groups and special care for protection against the virus,
- use of open sports venues by checking the number of attendees to avoid overcrowding. Combined with proper nutrition, exercise strengthens the immune system, which strengthens the defenses against the virus,
- learning to coexist with the virus, continuous information and training on risks of contagion and the required self-protection measures, keeping distances especially indoors, etc.
- preparing the public for an increase in the number of cases after returning to economic activity and explaining that this is normal and acceptable, as long as the numbers are maintained at levels that do not strain the health system.

It is noteworthy that the available Intensive Care Units (ICUs) in the public sector only, not counting the private sector, are over 100 and those hospitalized in Intensive Care Units (ICUs) are around 15.

A horizontal precondition for unloading the accumulated anxiety and stress of the population, as well as the success of the attempt to return to full economic functionality, is the **relaxation of the citizens' movement measures**.

Specifically, we propose the provision of the right of free movement of the citizens from 6.00 am to 8.30pm, without specifying a purpose, but to serve multiple obligations and needs.

The reasonable relaxation of the strict restrictions of the citizens movement sends the right signals, in relation to the decision for gradual return to economic activity and relieves the

accumulated tension. At the same time, instead of an absolute ban, it strengthens the culture of taking protective measures in daily social and working life.

EPIDEMIOLOGICAL MODEL AND PARAMETRIC ECONOMIC MODEL

Restart actions must have flexibility and adaptability based on pre-agreed indicators.

In particular, an **epidemiological model of virus spread** should be developed, in order to monitor the rate of spread, mortality and the effect of the various measures taken, as well as, to rapidly assess a possible sudden spread of the virus during gradual relaxation measures. At the same time, procedures for an immediate and effective management of a possible virus outbreak and an increase in individual cases, must be determined.

Along with the epidemiological model, a **parametric economic model of cost and benefit analysis** must be developed, which will measure and predict the economic impact of the pandemic and the restrictive measures. At the same time, the economic impact on each sector of economic activity up to this day, should be published.

RE-OPENING PILLARS

In view of the above and taking into account the particular characteristics of Cyprus, we believe that the Government plans should be based on the following parameters:

- **Development of an ex-ante roadmap** for the re-opening of all economic activities that have been completely suspended. This is absolutely necessary for the purpose of proper preparation of businesses and employees, even if the roadmap may undergo changes and diversifications along the process.
- Gradual reopening of businesses whose operation was banned (by Governmental Decrees) starting at phase 1 from sectors that in their entirety **employ a significant number of employees**, have a **low health risk** to employees / visitors / clients and can mobilise other sectors / professions / income earners.
- Protect **vulnerable groups** of the population, including the elderly, for as long as possible.
- **Return of employees to their work** with the reopening of kindergartens and nurseries. Older students are considered by other countries to be at increased risk of transmitting and spreading viruses. Some countries have already arranged a smaller number of students to return to their classrooms, adjusting their daily and weekly schedules accordingly.
- All workplaces, training centers or places with gathering must strictly **follow all instructions by` the Ministry of Health** (including minimum distances, signs, maximum number of persons in a defined area, use of antiseptic, mask and gloves) as well as the relevant "Check List" Guide of OEB.

- The transition to each subsequent phase of lifting the restricting measures should be done only when new infected cases will be within the pre-set targets and objectives by experts. Therefore, continuous monitoring and analysis of cases is required.
- It is imperative that the self-protection information campaign as well as compliance with the specified measures, to be continued.
- **Set-up of an Advisory Committee to the President of the Republic of Cyprus, with the participation of prominent economists and businesspersons** from the real economy, for systematic monitoring of economic developments and submission of proposals for measures with the aim to strengthen the functioning of the market, businesses and employment.
- Rapid **re-opening of the Civil Service** and immediate introduction of the electronic signature, general application of electronic payments to public bodies and widespread use of digital technology to reduce personal contact and speed-up services provision. Moreover, it is important to shape and announce a Plan to encourage the introduction and use of digital technology in businesses.
- **Provision of State Grants to cover the cost of laboratory tests for the virus** for employees returning to employment with the gradual lifting of measures.
- **Finally, the adoption of OEB's recommendations that will be submitted soon**, which in parallel with the lifting of the restrictive measures, aim to accelerate the recovery and restore productivity to acceptable levels.

THREE PHASES OF RE-STARTING

Below you will find an outline of the three phases of the restart of the economy as proposed by OEB, as well as the sectors and professions in which the restrictions should be terminated.

It is emphasized that for the reopening of any store, business, etc., it is necessary to apply strict hygiene rules by employees / visitors / customers (mask, gloves, etc.), failure to do so should lead to significant penalties on offenders.

PHASE ONE

(A) CONSTRUCTION SECTOR

Thousands of workers can return to work and at the same time mobilise other related /linked businesses.

All construction sites can start operating without restriction regarding the number of employees, always taking the required protection measures according to the nature and the specific characteristics of each construction site.

To this end, the Health & Safety Officer of each company or its external consultants **should adjust the Health & Safety Plan** of the construction sites according to OEB's "Check List", so that it fully covers all the conditions of protection by COVID19. The measures should include:

- Coordinating meetings through teleconferences instead of on site meetings
- Minimum distance between persons 2 [m]
- Use of mask
- Use of disposable gloves
- Provision of Antiseptics in all areas of the construction sites
- Washing areas and provision of antiseptic soaps.

A systematic provision of information and training of the staff of the main contractor and subcontractors, suppliers, consultants, owners and / or their representatives and in general of all employees and visitors of the construction sites, should be prioritised.

An implementation, where possible, of **flexible (dispersed) working hours or shifts** as to avoid overcrowding on construction sites should be adopted.

Evaluation of all common dining areas within the premises and facilitate each worker to take his/her breakfast and lunch where appropriate and according to the risk assessment study.

All similar operational activities should begin at the same time such as:

- suppliers of building materials,
- material transport.
- manufacturers of prepared concrete and asphalt,
- aluminum manufacturers and other metal structures,
- the wood working industry,
- the marble and mosaic industry,
- the solar energy industry,
- renewable energy industry,
- suppliers of electrical/mechanical equipment, and of course
- the shops related to the construction sector.

We underline **the need for full operation of all Public Services**, Public Legal Entities, Public Utilities and Local Authorities, in order to get the necessary approvals, permits, certifications and other necessary documents, for the commencement or final approval and delivery of construction work.

It is necessary to **use technology** by digitalizing all the activities of the Government and the electronic provision of all government services to all involved in the construction and land development sector. In case that this is not achievable, at least submission via electronic should be allowed.

We still have to:

- **speed up the process of issuing Urban Planning and Construction Permits.**
- **announce and implement development projects** as a primary measure of support for the Construction Sector. The implementation of the public sector, semi - governmental and public authority projects and the rapid promotion of mature co-funded EU and local projects is required.
- activate **Funded Projects for Renewable Energy**. These projects have been approved by the Council of Ministers as announced by the Ministry of Energy, Commerce and Industry but with no specific commencement date. It is of paramount importance for companies in the Renewable Energy Sector, to launch the projects by lifting/relaxing the restrictive measures.
- **provide instructions for the immediate payment of interim payments** where applicable with a maximum period of 30 days.
- Make sure that the **VAT due shall be refunded within one month** of the submission of the application.
- Promote **insurance coverage** against the risk of pandemic.
- Monitor and **adopt good practices** of countries, in which the construction sites reopened or were never interrupted like Greece.
- **grant deadline extension at least equal to the entire period of restriction measures, due to COVID-19 delays in public and private sector projects, in the Study Stage as well as in the Construction Stage.**

(B) RETAIL SECTOR

(i) For All Stores

Businesses in the Retail Sector in almost all countries are included in the first phase of restarting their economies. Most countries set restrictions on the area (m²) of stores that open in the first phase and increase them in the next phases.

However, we believe that setting the reopening phases for stores in our country can be carried out with the same efficiency in terms of protecting public health, **giving all stores the right to operate from the beginning**, but imposing different ratios of area per person.

For example, one option is to set an area limit, as was the case in Germany, where from April 20, stores with an area of up to 800 square meters are allowed to operate.

As a result, on the same shopping street some stores can operate while other similar product shops cannot operate, causing unfair competition.

The other option that Cyprus may follow is **to set a different limit per square meter per person, for all stores that exceed the area limit that will be set**. For example, for stores up to 800 sqm, the ratio will be one person per 8 sqm and for stores over 800 sqm it

will be 10 sqm or what the virus specialist and other experts of the epidemiological team decide.

It should also be noted that in **determining the number of persons who may be in a store at the same time, no distinction should be made through the Decree for the maximum number of employees**, provided, of course, that the total limits are met. At the beginning of the crisis and before the retail sector was completely suspended, a maximum of five employees were allowed in each store, a limitation that creates unnecessary problems in the smooth running of businesses and contributes to the creation of long queues at the cash registers.

If OEB's proposed approach is chosen, then for the next phases, a reduction in the required area per person will be taken into consideration instead of the opening of an additional number of stores.

With the proposal of OEB, **a greater number of employees will return to work earlier**, while the citizens will have at their disposal a much larger number of stores, resulting in a further reduction of overcrowding or queuing.

It is understood that strict protection measures will be imposed at the same time, both for the staff and for the visitors, such as the use of antiseptics, masks, gloves, floor signaling for keeping distances, etc.

A special case in all countries are the **shopping malls**, for which we recommend determining a maximum allocated space per person, not only for each store within the mall but also for the mall itself as a whole.

Access to the mall's premises will be controlled, not only at the entrance of the building but even when approaching the parking lot. It is specified that only shops will be allowed to open in the malls, while **all the restaurants, cafes, ice cream parlors, cinemas, ice rinks and everything other function where people gather, will remain closed**. Also, all the seats will be removed from the common areas, while a strict protocol for cleaning and disinfecting the premises will be imposed, according to the instructions of the experts.

It is clarified and in order to avoid any misunderstanding, that in case the experts of the Ministry of Health consider that our proposal for the Retail sector cannot be implemented as described above, OEB considers it necessary to immediately enable activity in the sector under the conditions which the experts will consider more suitable. **We believe in the correctness of our approach but we would never place the issue in the form of "either all or none"**.

Also, in case the practice of other countries is adopted and the operation of stores up to a certain area is allowed, it will be possible **for larger stores to operate by closing floors or banning access to distinct areas** or other similar arrangements, thus limiting the use of space to the required levels.

(ii) Vehicle showrooms

Businesses **selling cars** and other motor vehicles are companies that do not host a large number of visitors at the same time and can reopen without any problems.

(iii) OPAP Cyprus Agencies (Lottery tickets-Joker-Lotto-Kino etc)

The OPAP Cyprus agencies, which employ more than 1,200 people in total, could resume operations after implementing strict protection measures such as signaling, distance keeping, a minimum number of visitors, gloves / antiseptics at the entrance, no coupons on the tables, no chairs, etc.

(iv) Shop operation on Sundays

Finally, we believe that it will be extremely useful for all purposes to **lift the Sunday ban on all retail businesses**, including food and beverages (e.g. supermarkets, grocery stores, butchers, fish markets, bakeries, confectioneries, fruit markets, alcoholic beverages shops) and at the same time abolish the restrictions imposed on the permitted items of sale, given that all types of shops will reopen.

(C) NURSERIES AND KINDERGARTENS

Nurseries, daycare centers and kindergartens have the capacity to operate immediately so that parents can return to work. In at least five of the fourteen countries implementing exit plans, daycare centers and kindergartens are on the first wave of reopening. In Denmark, where we have more detailed information as they have already been opened, children are delivered to the entrance, no masks are used by anyone, upon arrival the children wash their hands and then wash them again every two hours while the teachers are frequently disinfecting door handles and surfaces and an effort is made to maintain a distance of two meters while outdoor teaching is encouraged. The maximum number of children per room is 10 to 15 depending on the size of the room.

(D) PRIVATE HOSPITALS AND CLINICS

There should be a relaxation of the measures concerning the hospitals after consultation of the Ministry of Health with the Cyprus Private Hospitals Association (PASIN). On one hand, this will allow the return to therapeutic and diagnostic activities and will prevent complications in the health of citizens who have postponed their treatments and will on the other hand provide financial relief to private hospitals.

(E) CHANGE OF SHIP CREWS

Seafarers have been working away from home for months. Once their employment contracts expire and based on legal obligations arising from international conventions, the ship's management is obliged to proceed with crew changes that take place in ports around the world, including the ports of Cyprus. For many seafarers, the port of arrival / departure is located outside their country of origin and many of those serving on European-owned ships are third-country nationals.

The European Union and the International Maritime Organisation (IMO) have already made recommendations to Member States, including Cyprus, to recognise seafarers as "key workers" in order to be exempt from travel restrictions and in association with a global coordinated effort to switch crews.

Regardless of their nationality, seafarers should be allowed to travel to ports for boarding and disembarkation purposes in order to allow the process of changing crews without restrictions and thus allowing seafarers to return home.

Only when crew changes are possible can maritime transport continue seamlessly, ensuring the internal market by distributing goods worldwide and allowing the export and import of cargo to and from ports.

It is therefore imperative that Cyprus as a shipping centre and a transit point for cargo and other maritime procedures to proceed, once the conditions allow, to the unrestricted application of the crew change process, which presupposes the need to reactivate airports.

PHASE TWO

(A) CATERING SECTOR

Catering businesses (**restaurants, leisure centres, bars, cafes, etc.**), which are largely dependent on tourism and thus the effects of the pandemic are disproportionately large, should be reactivated as soon as possible.

To this end, we recommend the following in relation to the order of relaxation of the measures:

- **Specify the date on which the affected businesses will be allowed to operate fully** in activities other than customer service by delivery and/or through direct service from the window (drive through & take away).
- In dining areas, **minimum numbers of people per square metre should be set. Restrictions should be less stringent in open air dining areas.**
- Restrictions on the number of persons per square metre cannot be applied to the **kitchen areas and the areas behind the service counters and other supporting work areas.** In these areas, all necessary personnel must be retained for production and every effort should be made to ensure that these persons have the least possible contact with the rest of the staff (waiters, distributors, etc.). It is understood that all hygiene rules will be strictly applied.
- All staff and until epidemiological data require so, inside and outside the kitchen, **will be required to wear a mask and gloves** and strict hygiene measures should be applied.
- In relation to the **Support Schemes** for dealing with the impact of the coronavirus implemented by the Ministry of Labour, Welfare and Social Insurance, with the

reactivation of the companies in the sector, these will have to be adjusted based on the actual number of employees that a business needs to operate.

For example, if a company employs 100 people and with the restrictions that will be placed in accordance with the above and the actual data in relation to its turnover, it needs to retain for a period 20 people in employment, the remaining 80 must be allowed to join the Scheme and receive the special unemployment benefit. Following the same philosophy, the support of businesses should continue with the same approach after the expiration of the Support Schemes and in line with the actual recovery of each company's turnover.

- Please note that OEB will submit **a separate memorandum of a series of recommendations on the measures and incentives** to be adopted for the support of the industry. The measures/incentives should be finalised and announced in the upcoming period and up until the date the full operation of the businesses is allowed, in order to create a comprehensive package that will enable the industry to remain viable.

(B) CULTURAL EVENTS, MUSIC FESTIVALS, MUSEUMS, THEATRE, CINEMA, COMMERCIAL EXHIBITIONS

It is particularly important to gradually create conditions that will allow the reintroduction of the live performing arts, which have as a basic characteristic and a prerequisite mass gatherings. The alternatives that are found in creative ways are indeed valuable, however it is important for theatre, dance and cinema as a shared experience of live performance not to be lost, to be available to the many and not just online.

After an extensive exchange of views with all stakeholders, OEB recorded the following suggestions, which are believed to contribute to the smoothest possible restart of the industry:

- Revision of the Health and Safety business Plans, so as to fully cover the conditions of protection from Covid – 19. To provide appropriate information/training of staff and the public.
- Due to the specific characteristics of the sector, timely and long-term planning is required and **any reopening dates must be announced in the due time.**
- As from **June**, priority should be given to the **organisation of outdoor events** in parks, open-air theaters, parking places and squares, with a seating arrangement provision. Then, by reassessing the situation, we can proceed with the **indoor events organisation as from September**. From these events, large mass events can be excluded (music festivals).
- Organization of **indoor Exhibitions and Conferences as from September 1st** with controlled entry of exhibitors/ delegates/ visitors being in force (in advance registration, registration with full details at the entrance, determination of the maximum number of people who will be attending the exhibition/ conference at the same time).

Simultaneously, the events' organisers should ensure that all the required safety measures will be enforced as these will be determined by the competent authorities.

- **Theatres and Cinemas can reopen in September.** Indoor Theatres could be used for exam purposes (dance, music, etc.) as from May.
- **Museums** can open as from **June**, with a predetermined number of visitors. Organisation of exhibitions and other related events can be allowed provided these gatherings attract small audiences and at the same time a limited admission of spectators at a time is guaranteed.
- **Libraries can reopen in May** provided that protection measures are strictly adhered to.
- **Disinfection of public places and sanitation of areas, before and after each event.** Not more than two performances per day in the same venue to be allowed and use of different rows in each one should be applied (the audience attending the second performance should be seated in the empty rows of the first performance). There should be satisfactory ventilation of the venue, the area should be disinfected before the second performance begins while sufficient time should be given between performances.
- Strict **control and instructions/** directions upon the arrival of the audience. Seat arrangement should ensure that a safe distance is kept between those being present.
- The **State sponsorship of cultural events to be adapted to the new situation** and include alternative forms of performances (e.g. presentation of live streaming performances instead of live stage ones or, funding of productions that promote live communication and reactivation of the theatrical/ performing art organisations). This enables the implementation of more performances with reduced actual revenue due to the safety distances that will be enforced.
- Providing financial incentives to the event organizers (**suspension of spectator tax, discount on space rent**).
- Placement of **hand hygiene products** at the entrances and central areas of the venues.
- **Controlled number of people per square meter;** according to the World Health Organization, in open/ outdoor areas one meter apart should be kept and in indoor areas two meters. Seating arrangement should be allocated by leaving one or two seats apart between individuals or groups. Families or friends (depending on the relation they have) might not be asked to leave empty seats between them.
- Thorough application of the **hygiene and sanitation rules** in the common areas (e.g. toilets), keeping distance in the canteen queues, proper distance in the coffee areas,

not overcrowding in the cashiers, meticulous observance of the number of people allowed to enter depending on the number of seats.

- The people involved in a performance, the actors, musicians, dancers, technicians, etc., should keep **social distance** as this will be indicated by the experts (e.g. distance kept in the supermarkets by employees and the public is set to two metres apart). Where this is not possible, special care should be taken to prevent the spread of the virus (use of masks, gloves, etc.), always aligned with the specifications set by the epidemiologists.
- **Follow good practices** other countries have adopted in which event venues, theatres, etc. have started operating.

(C) HAIRDRESSER AND BEAUTY SALONS

It may be safer for barber shops, hairdressers and beauty salons/ massage centers to be included in the second phase of the exit plan. On the one hand distances cannot be applied in these cases and on the other hand the objects and tools used must be permanently disinfected to ensure customers' health safety.

The staff must wear masks and gloves and apply strict hygiene/ sanitary measures.

PHASE THREE

Ban of restrictions on the operation of ALL businesses. Within the framework of the terms of reference of the monitoring mechanism, it may be considered useful for some businesses to operate without restrictions from an earlier stage.

Hotels, travel agencies and tourism businesses. In addition to any other horizontal measures to be taken, this sector should be supported with **special incentives and other facilitations** to attract tourism.

Opening of airports under certain conditions and continuous inspections.

In relation to the implementation of the ship crews change **process** mentioned elsewhere (Phase One), the ban on flights creates a huge problem in the supply chain at boarding/disembarking points, such as the port of Limassol. Currently, the ban on flights is one of the most important obstacles of the implementation of the crew change process.

In addition, due to the international nature of Shipping, the lifting of the ban on flights is necessary for shipping companies to enable technical inspectors to travel to/from their company's ships to ensure their contractual obligations and/or to shipyards for ship inspection purposes, as well as for all other personnel of shipping companies travelling for commercial and or financing purposes.

It is therefore important that Cyprus proceeds, as soon as the conditions allow it, to immediately lift the flights ban as a measure to address the above issues.