



# Safely Navigating the Industry Recovery

Webinar Series



#StayStrong #WeAreAviation #StrongerTogether

20 May 2021  
10:30 UTC

# Human Factors in the context of COVID

# Moderator



**Gabriel Acosta**

**Head of Global Safety**

**IATA**

# Human Factors for ATCOs, Dispatchers and Pilots in the Context of COVID

## Webinar Synopsis:

More than a year after the onset of the COVID-19 pandemic, operational staff and their work environments continue to be impacted by evolving health safety protocols and requirements, and the associated stresses. During this webinar experts will share their views about challenges and issues as well as tools that can be used throughout the recovery, especially as traffic levels start increasing.



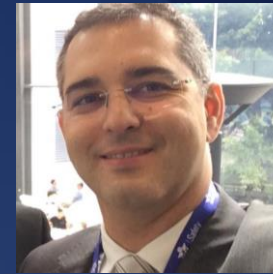
Marc Baumgartner  
SESAR/EASA Coordinator  
IFATCA



Jean-Benoît Toulouse  
HUPER vice chairman - Human  
Factors  
IFALPA



Jason Demagalski  
Human Performance Team  
Manager  
FAA



Danilo Marcondes de Andrade  
SMS & Security Director  
GOL Airlines

# Speaker



**Danilo Marcondes de And**  
**SMS & Security Director**

**GOL Airlines**

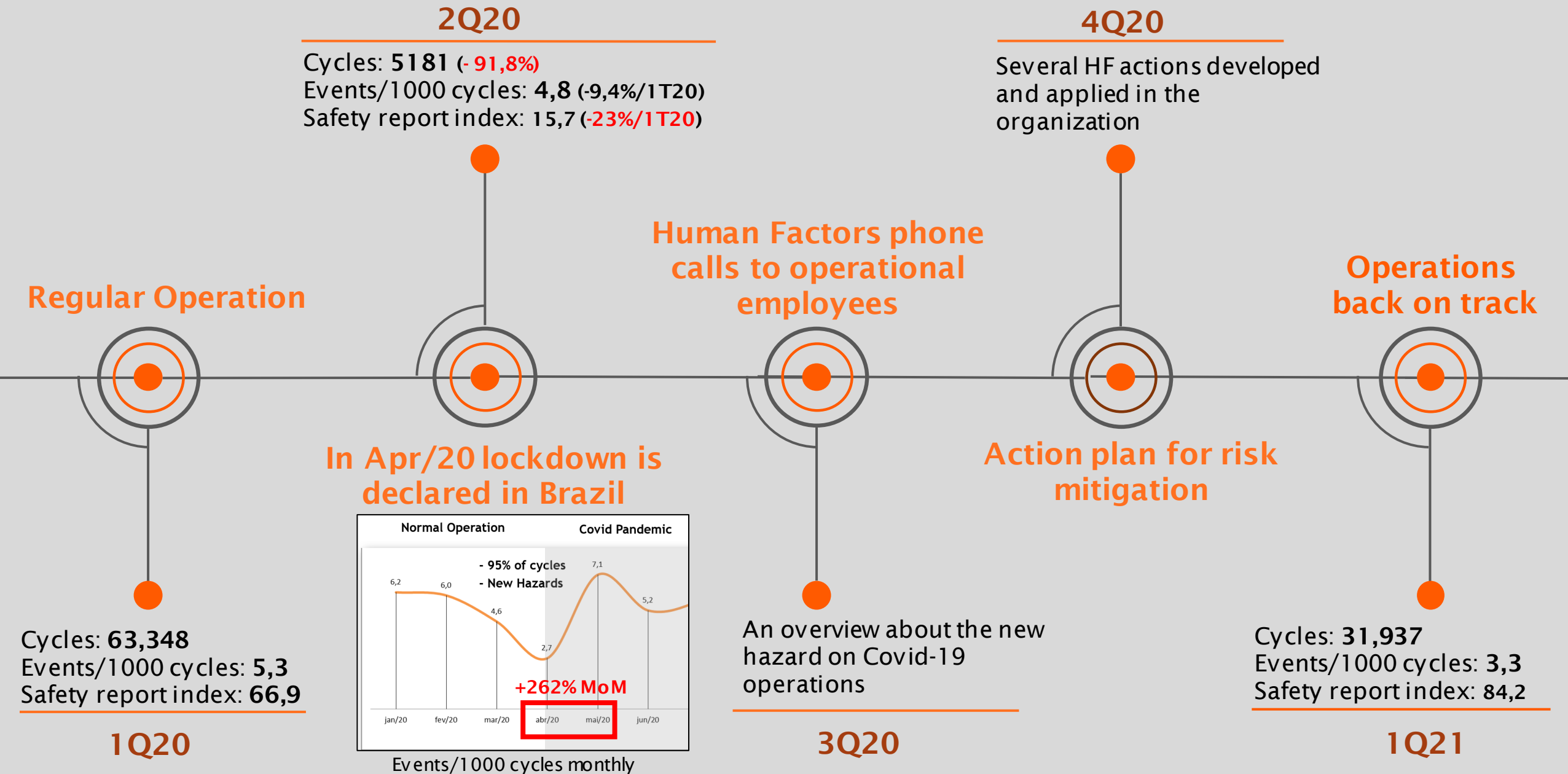
# Human Factors & Covid-19

Gol Airlines

May/21



# Timeline



# Covid-19 Hazard Identification

## Human Factors active phone calls for operational employees

**555** **289** **73%** Operational  
Calls Threats reported Human Factor

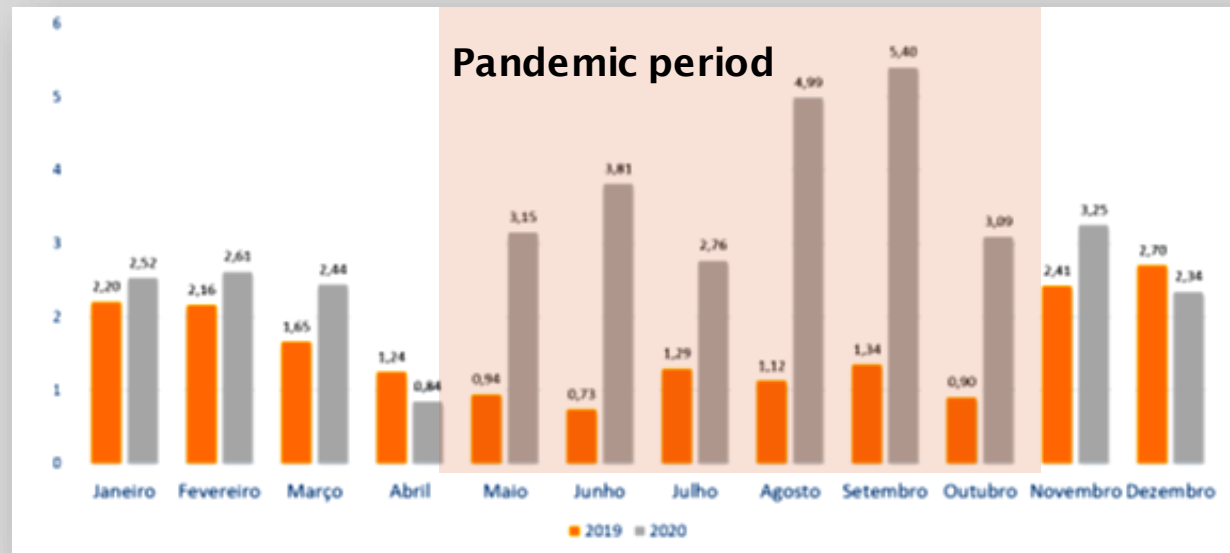
### Operational Reports

- Loss of flying proficiency and system knowledge
- ATC short cuts on approach as a Contributing Factor for **UA**
- Increased incidence of bird reports
- Unorganized boarding and disembark (Tail Tipping trend)

### Unstable Approach GOL /1000 cycles

### Human Factors Reports

- Contamination
- Job Instability
- Situational Awareness reduction
- Routine Changes
- Stressful work environment
- Salary Reduction



# Covid-19 Mitigation Actions

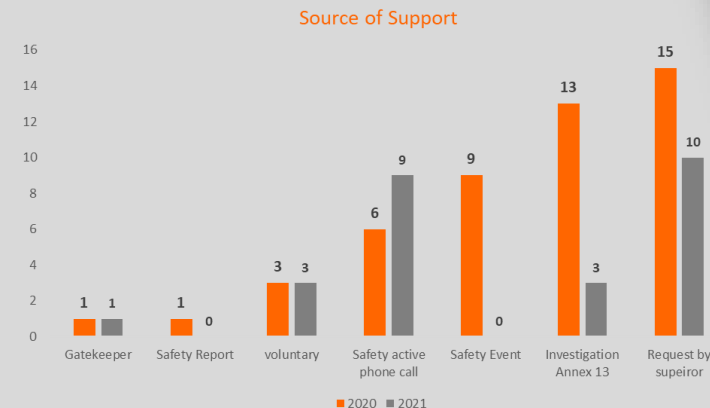
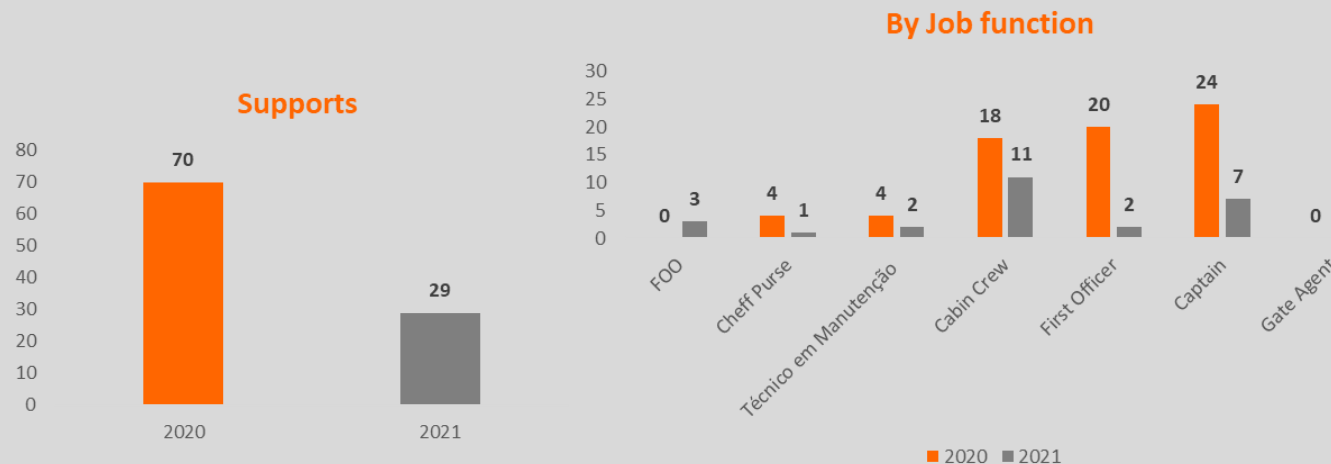
- Risk Assessment about covid-19

10 ~150

Risk Analysis

Actions

- Human Factors Safety Bulletins and videos on how to keep healthy mindsets during Covid-19
- Human Factors Committee With Safety, Flight Ops and Medical department
- Personal Psychological Support



# Covid-19 Next Steps

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## ➤ Mental Health Survey for all Operational employees

**Main Goal:** Overview about how employees are facing this pandemic scenario, with the identification of symptoms of emotional distress and how demands need to be addressed by Human Factors. These data will allow Human Factors department to develop strategies to reduce the impact of these situations on a professional and personal level, mitigating the risks to the Operation.

**Schedule:** From Apr/21 to Aug/21

## ➤ IATA Unstable Approach framework

**Main objective:** write recommendations, aiming at the reduction of UAs and their consequential outcomes.

- 1) Gather information (intelligence on the issue) including safety performance statistics and industry best practices available
- 2) Perform a safety risk assessment
- 3) Issue final report with recommendations to initiate Phase III of the SRMF process

**Active member:** IATA's Safety Risk Management framework process consists of four phases:

1. Identify and document safety issue
2. Perform SRA resulting in recommendations
3. Evaluate, develop and implement recommendations
4. Continuous monitoring the safety issue

**Confiança que se renova a cada voo**

 Segurança Operacional

**GOL**



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# Human Factors in the context of COVID

# Speaker



**Jean-Benoît Toulouse**

**HUPER vice chairman - Human Factors**

**IFALPA**

The Global Voice of Pilots



# Wellbeing pathway to resilience

Captain Jean-Benoît Toulouse

Webinar on Human Factors | May 20th, 2021

# Why is Wellbeing an issue?



Why should one worry  
about wellbeing?



Isn't it already covered  
under medical part?



How can wellbeing ease  
such a global crisis?

---

# What do we mean by Wellbeing?

It is a state of living where the person is functioning well, cognitively, emotionally and socially; finds satisfaction in life and work; and contributes meaningfully within their community.

- Draft definition from the IFALPA PAWG

# How will pilots contribute to the industry recovery?



Unlike dinosaurs pilots have already demonstrated their ability to adapt, in a word their **RESILIENCE**

Resilience: process by which individuals demonstrate more positive outcomes than would be expected, given the nature of the adversity experienced.

### **A Cognitive Model of Psychological Resilience**

**Sam Parsons, Anne-Wil Kruijt, and Elaine Fox**

*Oxford Centre for Emotions and Affective Neuroscience (OCEAN), Department of Experimental Psychology, University of Oxford*

# Resilience is a pillar for safety

- Has it been constructed?
  - Where does it come from?
  - Is it innate? Acquired? If so, then where? How?
-



# Resilience

- Resilience is fed by wellbeing
- Resilience has to be demonstrated after initial training.
- It is fragile and certainly not constant at the scale of a career
- Has to be maintained through enhanced wellbeing

# 8 Dimensions of Wellbeing



Physical

Intellectual

Work

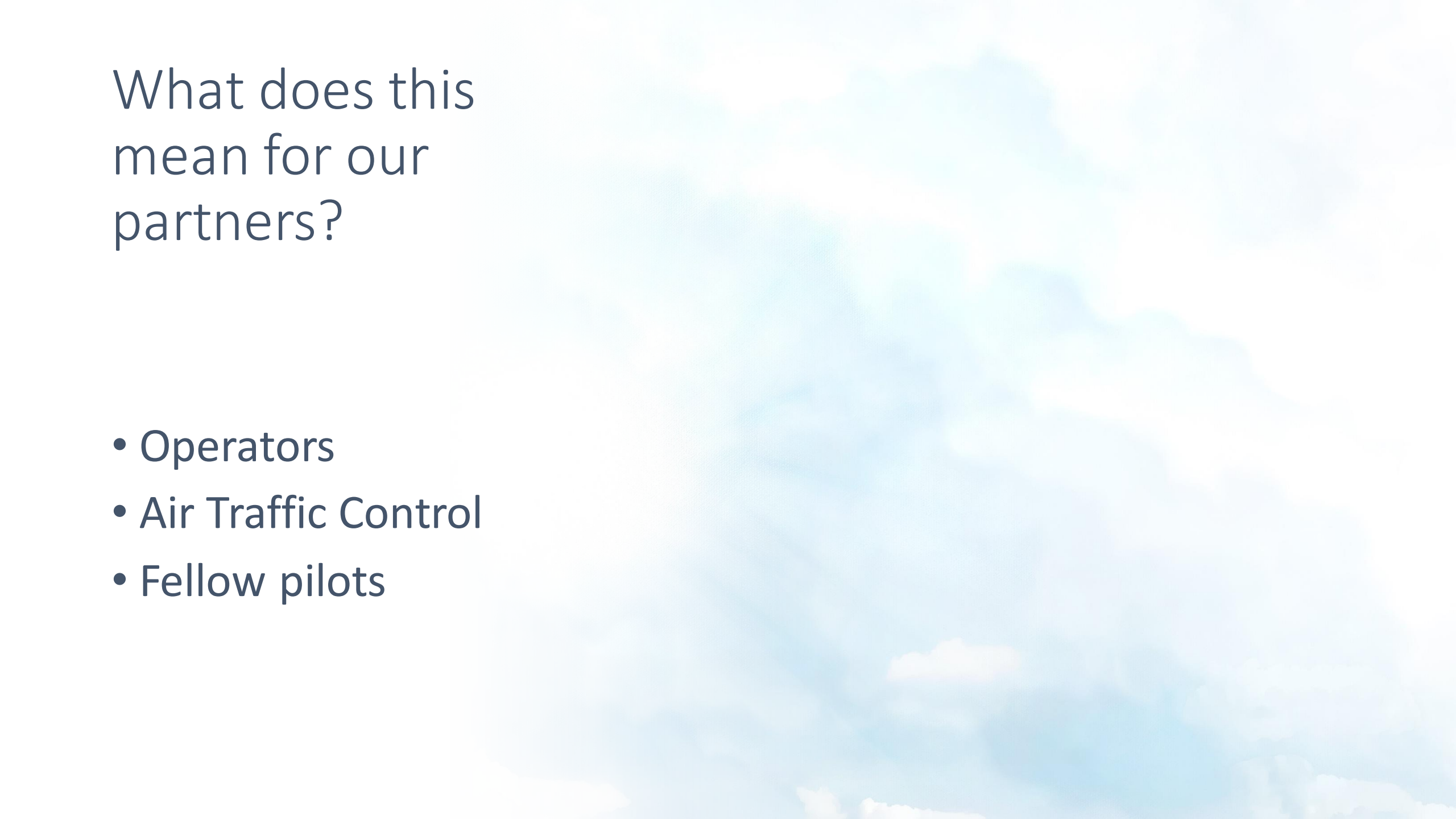
Spiritual

Financial

Social

Emotional

Environment



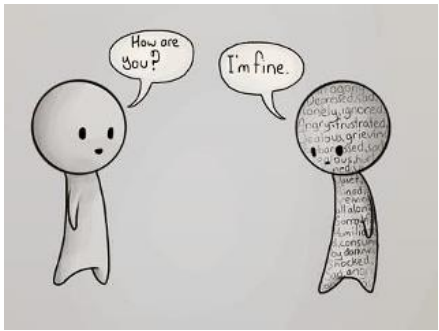
What does this  
mean for our  
partners?

- Operators
- Air Traffic Control
- Fellow pilots

## So, what can be done?



- ☐ Each Stakeholder has a responsibility
  - collaborate,
  - provide guidance
  - make resources and tools available
  - educate on Support, Self-care and Fitness for Duty
  - utilize Peer Support
- ☐ AMEs
  - supportively discuss Wellbeing
  - refer to resources
- ☐ *Us, Pilots ! we need to learn*
  - *self care*
  - *pro-actively seek support*



# In a nutshell...

I understand your world, can relate to your challenges and can be of support you through the difficult circumstances.



# Pilot Assistance Programs



## Pilot Assistance

A GUIDE TO DEVELOPING AND IMPLEMENTING SUPPORT PROGRAMS;  
FOR THE PILOTS BY THE PILOTS

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# Human Factors in the context of COVID

# Speaker



**Marc Baumgartner**

**SESAR/EASA Coordinator**

**IFATCA**

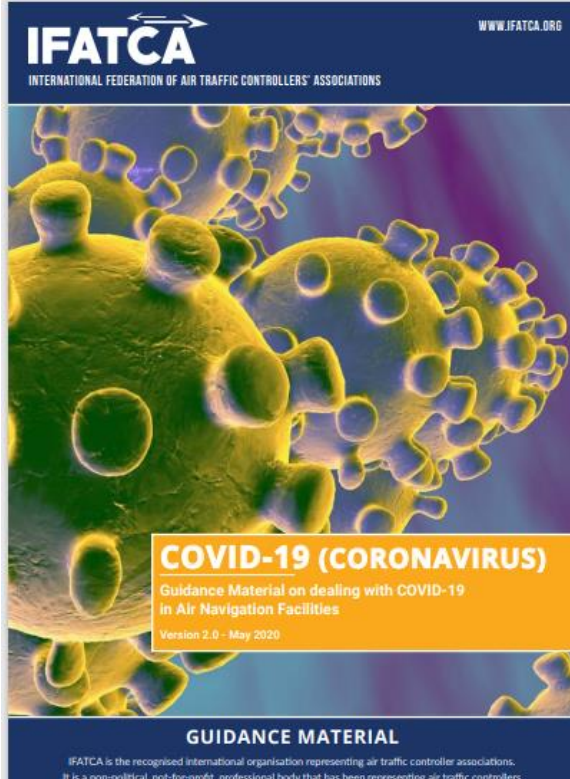
# Safely Navigating the Industry Recovery

## Human Factor – the ATCO perspective

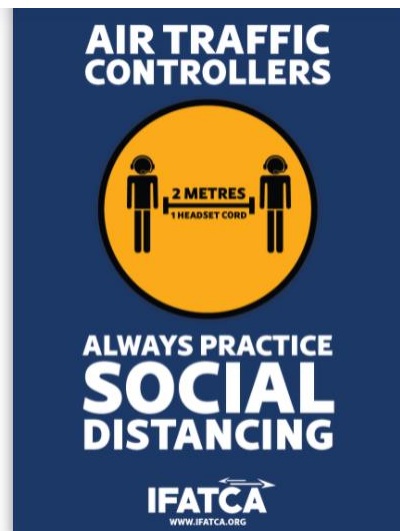


### [COVID-19 – IFATCA](#)

Marc Baumgartner  
IFATCA  
SESAR coordinator



## COVID-19 – IFATCA





Source airbus stock imagine



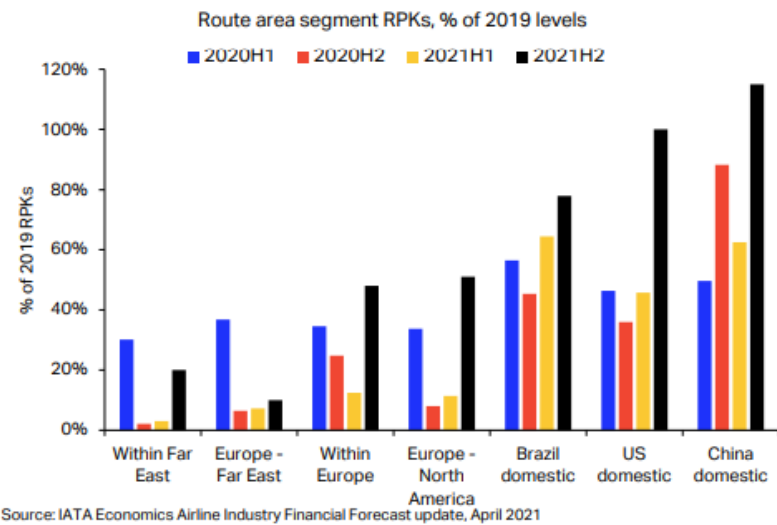
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## Context

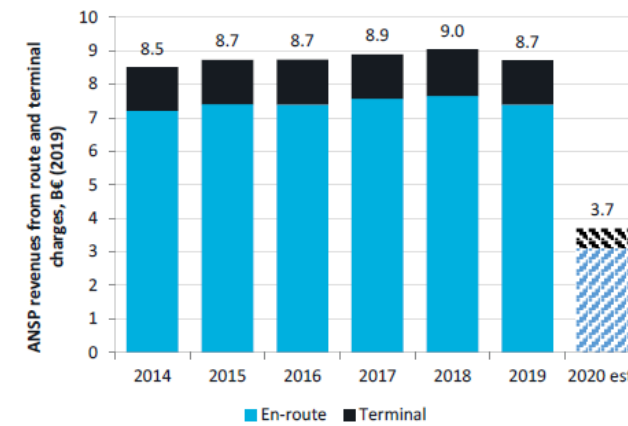
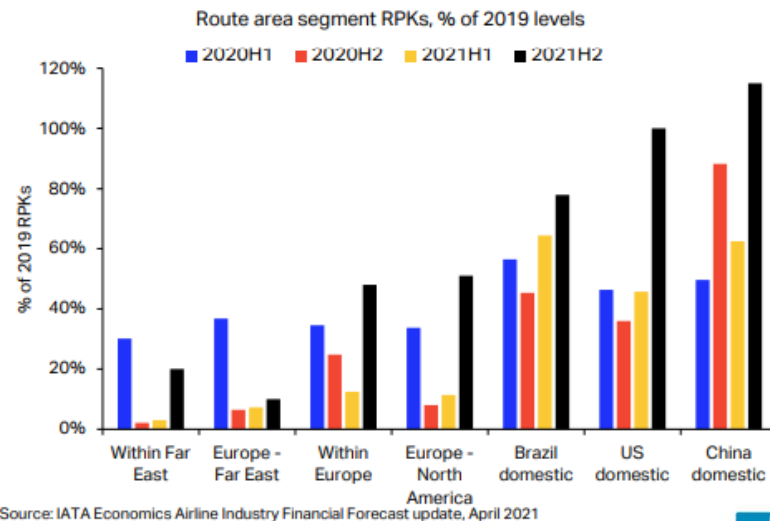


Figure 3: Pan-European system ANSP revenues, 2014-2020 (est.)



Aid from national government	Loans	Cost-containment measures		
		Staff	Non-staff	Capital expenditure
ANS CR, ANS Finland, Austro Control, DFS <sup>(b)</sup> , LGS <sup>(a,b)</sup> , LPS <sup>(b)</sup> , NATS <sup>(a)</sup> , NAVIAIR, skeyes <sup>(a)</sup> , Slovenia Control				
		Albcontrol, ARMATS, Avinor, BULATSA, Croatia Control, DCAC Cyprus, DSNA, EANS, ENAIRE, HungaroControl, IAA, LFV, LVNL, M-NAV, MUAC, NAV Portugal, PANSA, ROMATSA, Skyguide, SMATSA, UKSATSE		
Skyguide <sup>(b)</sup>	Albcontrol <sup>(a)</sup> , ARMATS, Croatia Control, DHMI <sup>(a)</sup> , DSNA, EANS <sup>(a)</sup> , HungaroControl, IAA, LVNL <sup>(c)</sup> , MATS <sup>(a)</sup> , NAV Portugal, Oro Navigacija <sup>(a)</sup> , PANSA, ROMATSA, Sakaeronavigatsia, SMATSA, UKSATSE	ENAV	DHMI	DHMI
Avinor <sup>(b)</sup>		HCAA	ENAV	HCAA
		MATS	MOLDATSA	MATS
		MOLDATSA		Sakaeronavigatsia

(a) EUROCONTROL Loan. (b) Increase in equity. In the case of Avinor from the mother company, which is a State owned enterprise. (c) LVNL operates in a specific environment where the balance in its current accounts is ensured by Treasury banking.

Table 1: Mitigation measures implemented by ANSPs in 2020 or planned in 2021

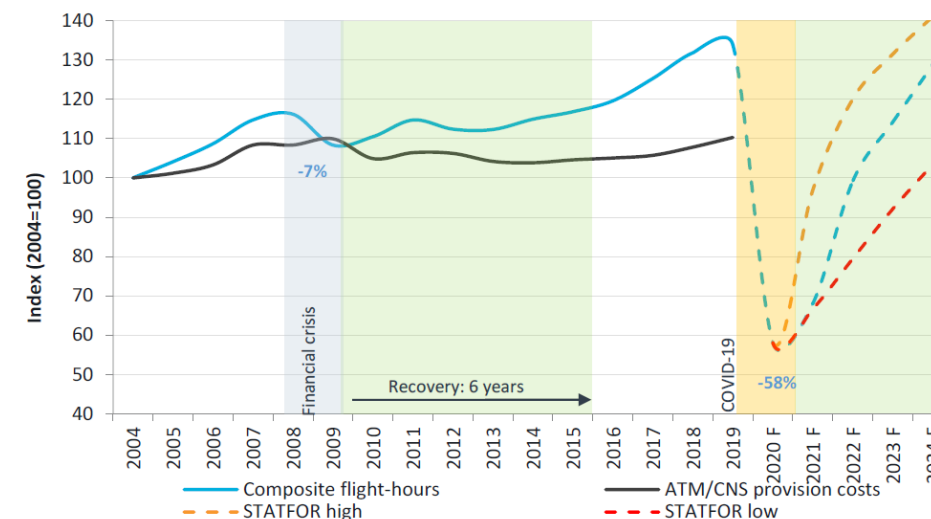
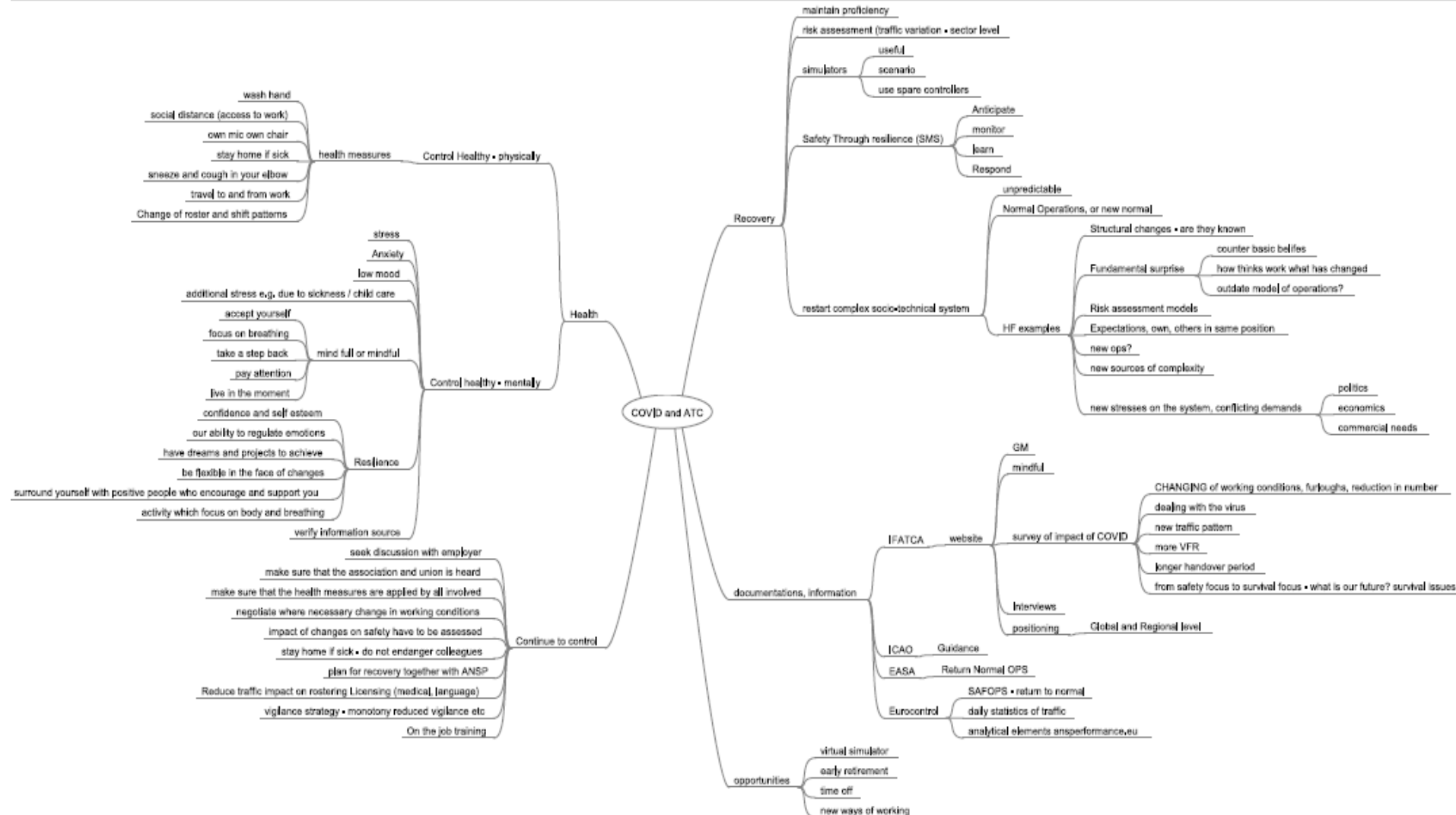


Figure 1: Pan-European system traffic 2004-2024 (est.) and ANS costs (2004-2019)







This mindmap summarises Marc Baumgartner's point of view in terms of ATC management of COVID-19. For more information you are invited to see the following interview: <https://youtu.be/WC7FmWyRYgQ>

# IFATCA

## Recovery

This phase is related to the initial actions of Member Association and their workplaces during the recovery, post containment of the pandemic.

### What do we expect?

-  Recovery may be slower than initially anticipated, due to the economic slowdown and regions recovering at different rates.
-  Changed traffic flows as airlines will start using their most efficient aircraft
-  Proficiency issues
-  Changes to working conditions



# Recovery



Source @lasamericastower\_atc\_views

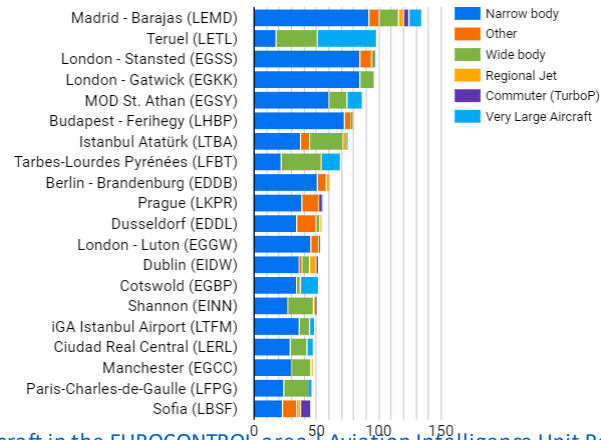
Maintain proficiency



Source CASA online shop

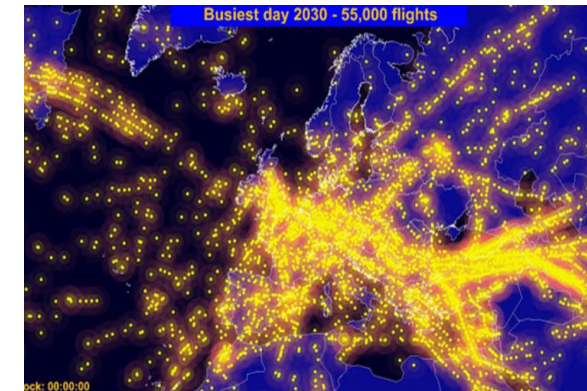


Locations of GROUNDED aircraft incl. category



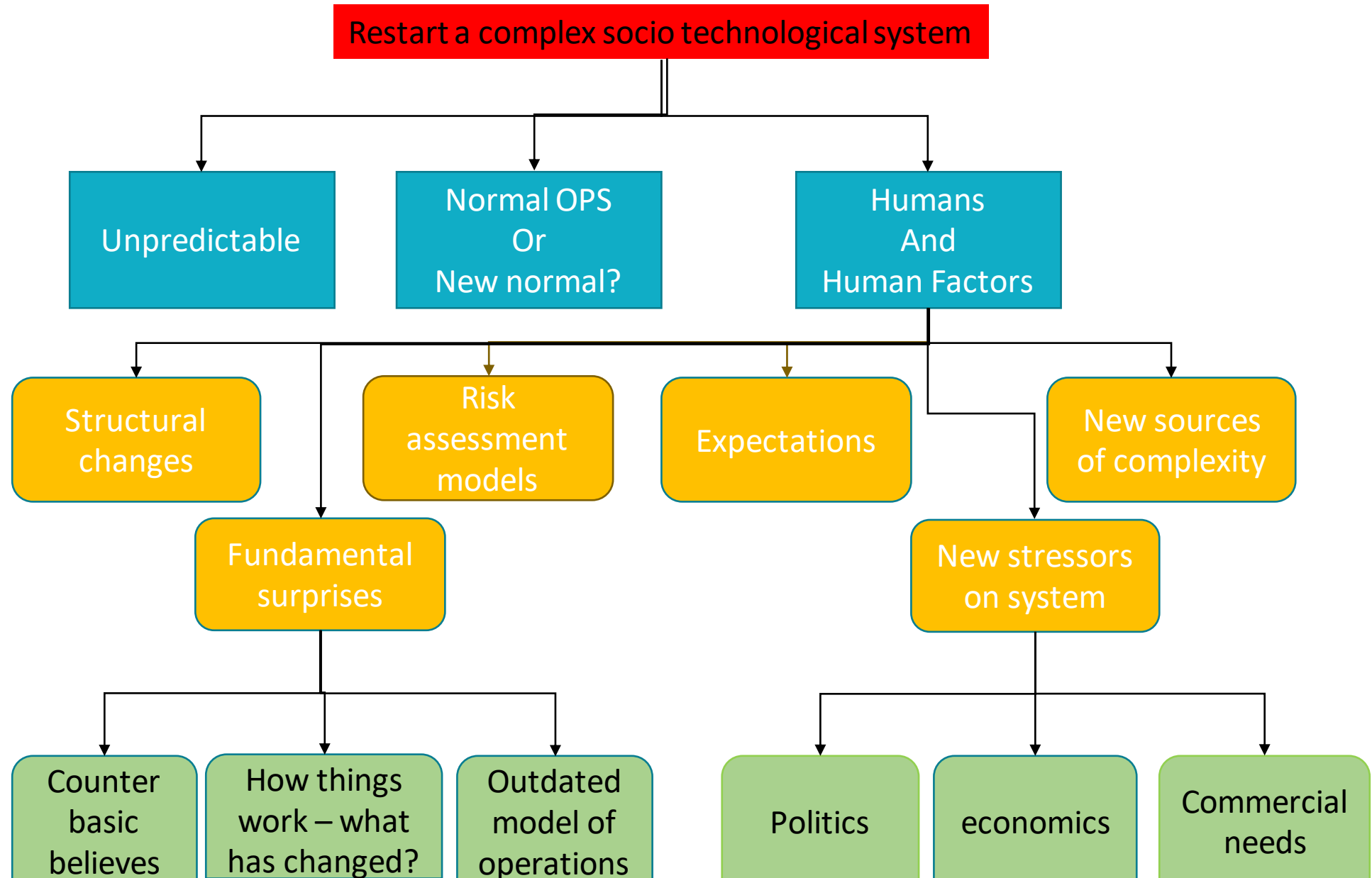
[COVID-19 - Grounded aircraft in the EUROCONTROL area | Aviation Intelligence Unit Portal \(ansperformance.eu\)](#)

Risk assessment  
Traffic variation  
Airport and  
Sector level



Source Eurocontrol Network Manager

# Recovery





## Guidance for aerodromes on preparations for resuming safe operations



#COVID19



INTERNATIONAL FEDERATION OF  
AIR TRAFFIC CONTROLLERS' ASSOCIATIONS

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11 December 2020

- - PRESS RELEASE - -

### IFATCA cautions on post-COVID-19 air traffic recovery

The duration of the COVID-19 crisis is having a serious impact on the amount of air traffic since March 2020. All kinds of precautionary measures are being taken to protect operational Air Traffic Management (ATM) staff against spreading of the virus.

All these different measures, in combination with the relatively low traffic demand, may have affected the competency levels in air traffic service units around the world.

Though many national safety authorities acted within their jurisdiction to keep licensed staff at the highest possible level of competence, the combination of the low traffic levels and the duration of the crisis carries a clear safety risk.

Whenever and wherever traffic recovers to pre-COVID-19 levels, operational staff may reach a point, either in peak or in continuous traffic flows, where their ability to handle the traffic has not yet regained the required level.

As experience shows, such a temporary gap can only partly be trained for in simulations. If at the same time, social distancing and protection measures still have to be applied, the situation is likely to be even more complex.

Bearing in mind ICAO provisions and IFATCA policies on competency-based training and assessment and refresher training, full competence has to be rebuilt and maintained by both operational staff and assessors.

The current solution adopted by some regulators would suggest that competence can be maintained by merely working during a certain number of hours, regardless of the amount of traffic (even zero). While this may be compliant with the letter of the rules, it clearly does not meet the intent, as it does not fulfil the purpose for which competencies safeguards and thresholds were created.

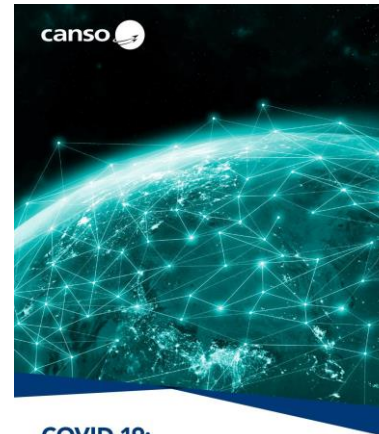
Moreover, in their aim to keep their licensed staff at maximum (theoretical) competence levels, Air Navigation Service Providers (ANSPs) may be tempted to schedule more staff than the current level of traffic actually requires, which is doubly counterproductive: not only it does not help to consolidate competence, it also unnecessarily puts operational staff at risk during a pandemic as staff is exposed more than needed in close contacts in these units.

An additional concern is that many ANSPs have taken the opportunity to optimize traffic flows, enabled by the low demand and lower traffic complexity. As these optimisations have not been tested in high traffic situations, it is vital that when traffic levels recover, these changes are carefully monitored and, where necessary, reverted.

Lastly, IFATCA submits that the global pandemic has also likely had psychological and/or physical impact on some of the staff, which may, in turn, have compromised their ability to cope with pre-pandemic traffic levels. This aspect should not be ignored and needs to be carefully considered.

IFATCA recommends that ANSPs, in collaboration with their regulators and capacity managers, ensure that a relevant level of competence can be maintained. To mitigate some of the risks mentioned above, traffic levels need to be carefully managed and, where necessary, restricted to allow staff sufficient time to get reacquainted with increasing demand and complexity. Furthermore, IFATCA encourages ANSPs to engage with their staff and ensure mental and physical health support programmes are made available to help them meet the challenges that will undoubtedly present themselves during the recovery from this unprecedented crisis.

- More than 50 Years of Professional Involvement -  
IFATCA has been representing air traffic controllers since 1961, with more than 50,000 members in over 130 countries.



COVID-19:

Ensuring continuity of  
ATS service globally



COVID-19:

ANS Restart and  
Recovery Guide



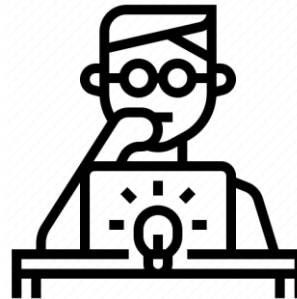
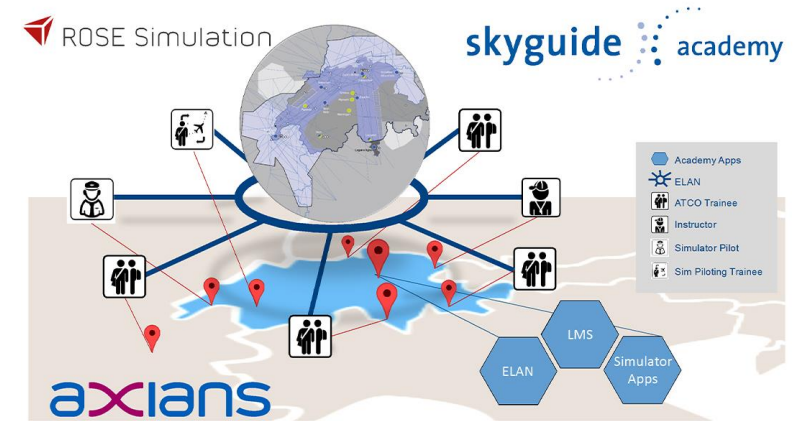
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Thanks  
[Sesar.coord@ifatca.org](mailto:Sesar.coord@ifatca.org)

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20 May 2021  
10:30 UTC

# Human Factors in the context of COVID



# Speaker



**Jason Demagalski** Human  
Performance Team Manager

**FAA**

# Safely Navigating the Industry Recovery- Human Performance

Jason Demagalski  
Human Performance Team Manager  
FAA Air Traffic Organization



Federal Aviation  
Administration



# FAA Air Traffic Organization (ATO)

**5,300,000**  
SQUARE MILES OF UNITED  
STATES DOMESTIC AIRSPACE

**24,100,000**  
SQUARE MILES OF  
OCEANIC AIRSPACE

**147**  
TERMINAL RADAR  
APPROACH CONTROL  
FACILITIES

**520**  
AIRPORT TRAFFIC  
CONTROL TOWERS

**21**  
AIR ROUTE TRAFFIC  
CONTROL CENTERS

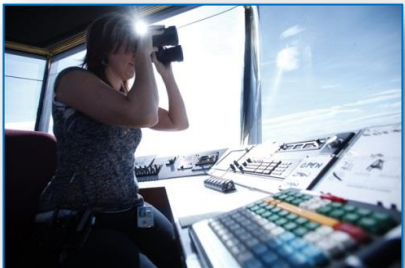
**7,200 MAINTENANCE  
TECHNICIANS AND  
ENGINEERS**

**14,000+**  
AIR TRAFFIC  
CONTROLLERS



# ATO Human Performance Team

## Human Factors



Do we have the *right people* in the *right roles*  
 with the *right information* and the *right skills*  
 and the *right tools* and the *right role models*  
 with the *right motivation* to do the job?







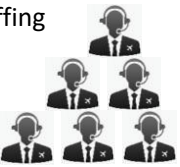

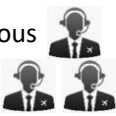
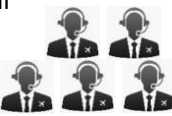

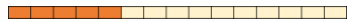


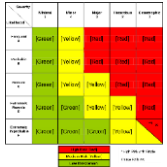
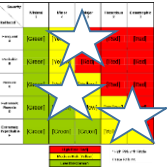
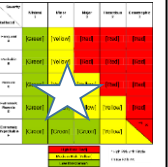
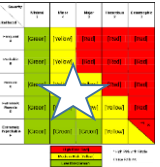


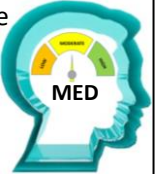

## Health and Wellbeing



## Fatigue Risk Management



# Issues with current and future state operational levels

	Normal	Draw Down Posture	Near-Term Ramp Up	Long-Term Ramp Up
Traffic Levels & Complexity	 <ul style="list-style-type: none"> <li>Normal traffic levels</li> <li>Normal complexity levels</li> <li>Normal GA/commercial mix</li> </ul>	<ul style="list-style-type: none"> <li>Reduced levels</li> <li>Reduced complexity</li> <li>Flipped GA/commercial mix</li> </ul> 	<ul style="list-style-type: none"> <li>Ramp up in traffic levels</li> <li>Relative complexity increase</li> <li>Increased commercial</li> </ul> 	<ul style="list-style-type: none"> <li>Slow return to increased traffic levels and complexity</li> <li>Increased commercial</li> </ul> 
Facility Staffing Levels	<ul style="list-style-type: none"> <li>Normal/full op staffing</li> <li>Normal Team Resource Mgmt (TRM) mix</li> </ul> 	<ul style="list-style-type: none"> <li>Lower op staffing levels required</li> <li>Large combined sectors</li> <li>Different TRM mix</li> </ul> 	<ul style="list-style-type: none"> <li>Increase in op staffing levels</li> <li>Combined sectors</li> <li>Return to some previous TRM mix</li> </ul> 	<ul style="list-style-type: none"> <li>Full op staffing levels</li> <li>Return to normal TRM mix</li> </ul> 
Work Schedules	 <ul style="list-style-type: none"> <li>Rotating five day schedule</li> <li>Rotating six day schedule</li> </ul>	 <ul style="list-style-type: none"> <li>Rotating, five in facility and ten out of facility</li> </ul>	 <ul style="list-style-type: none"> <li>Rotating, five in facility and five out of facility</li> </ul>	 <ul style="list-style-type: none"> <li>Rotating five day schedule</li> <li>Rotating six day schedule</li> </ul>
Safety Risk Mgmt	<ul style="list-style-type: none"> <li>Known hazards, managed risks</li> <li>Safety assurance</li> </ul> 	<ul style="list-style-type: none"> <li>Known hazards, managed risks</li> <li>New hazards, new risks</li> <li>New mitigations</li> </ul> 	<ul style="list-style-type: none"> <li>Known hazards, managed risks</li> <li>New hazards, new risks</li> <li>New mitigations</li> </ul> 	<ul style="list-style-type: none"> <li>Known hazards, managed risks</li> <li>New hazards, new risks</li> <li>New mitigations</li> </ul> 
Controller Performance	<ul style="list-style-type: none"> <li>High cognitive engagement</li> <li>High human performance</li> </ul> 	<ul style="list-style-type: none"> <li>Lower engagement</li> <li>Different teams</li> <li>Complacency</li> <li>Skill automation loss</li> <li>Slips, lapses</li> <li>Lifestyle changes</li> </ul> 	<ul style="list-style-type: none"> <li>Increasing cognitive engagement</li> <li>Skill/learning degradation</li> <li>Lifestyle changes</li> <li>Fatigue</li> </ul> 	<ul style="list-style-type: none"> <li>High cognitive engagement</li> <li>High human performance</li> <li>New habits</li> <li>Proficiency/currency drift</li> </ul> 



# Operational ATCO Education

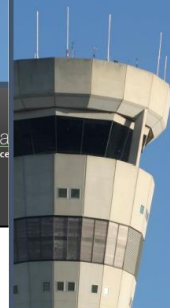
Safer On Site - Reducing the Risk of COVID-19 in FAA Facilities

Human Performance Strategies  
for Essential Air Traffic  
Control Personnel



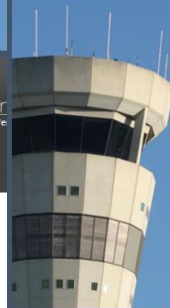
HumanPerformance  
All-155 - Human Performance

Alertness Strategies  
for Essential Air Traffic  
Control Personnel



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Training in a National Health  
Emergency



HumanPerformance  
All-155 - Human Performance Team



This course is divided into 3 Sections 1. FAA Policy: Reducing Risk of Employee Exposure to COVID-19 in FAA Facilities 2. FAA Daily Wellness Check/Self-Monitoring for COVID-19 3. Acknowledgment

## Course goals

The purpose of this course is to provide an overview of the FAA's new policy – Reducing Risk of Employee Exposure to COVID-19 in FAA Facilities.



February 2021  
**CISP SAFE**  
Discussion Sheet



"Safety Awareness for Excellence"

## Human Performance During a Pandemic

Reports received through ATSAF and the Confidential Information Share Program (CISP) indicate new challenges ATC and flight crews are facing during these unprecedented times. One of the biggest challenges reported has been the impacts of dynamic scheduling. This includes (but is not limited to) new rotations, different crews, and increased time away from operations.

Reports also demonstrate the need to adapt to changing traffic demands, whether reduced or increasing, with controllers working combined positions (sometimes without the ability to split). This has resulted in a triggering of "mid-shift" thinking as well as pilot expectation bias during non-routine flight.

Simultaneously, many are dealing with challenges affecting life away from the cockpit or facility, possibly at home with family or with friends. All of these changes have the potential to impact Human Performance in a negative way. Do you recognize any of this in your life? If so, how are you handling these challenges?

Some potential concerns resulting from the ever-changing conditions are distractions, as well as feelings of inadequate proficiency. With this becoming our new normal: changing traffic, changing schedules, home life challenges, etc., how have you adapted? Are you ready for more changes ahead?

**Distraction** - At this time, there are going to be many distractions surrounding you. Internal thoughts and worries not related to our jobs will whirl around, it's natural. Here are some techniques to help pull you back to the operation.

- Scan your radar, solicit a PIREP, check weather surrounding your area, review NOTAMS, etc.

**Underload** - This is an issue that arises when you are working at less than your optimum level, resulting in your brain being less challenged than usual. Consequently, your mind looks for additional tasks to increase your alertness. Underload might cause you to daydream, get distracted by internal thoughts, or search for external discussions to increase your alertness.

- Maintain hyper-vigilance. All three of these conditions will result in having a reduced mental capacity for the main task. This can put you at risk of seeing things late or not at all. Try and increase your workload in job-related ways.

**Conscious Thought** - Filed routes, shift schedules, and crew rotations used to be something we were used to, but now they may look much different. You may now be consciously thinking more about tasks, that a month ago were automatic. As a result, you may see yourself or other controllers make mistakes that aren't "normal". That is what happens when you start to think about tasks that you normally do unconsciously.

- Look out for each other. Be willing to point out things to colleagues when you think they might have missed something or their plan isn't going to work. Be conscious about how dramatically things have changed and that each day now bring a new sense of "normal." Be open to receiving help, whether at work or outside the operation.

## Facility Discussion

- During the COVID-19 Pandemic, how do you ensure you maintain proficiency and remain vigilant?
- What steps are you taking to accommodate others' feelings about the pandemic and the precautions they take?
- What can you do to support and help your coworkers that are having a more difficult time at work?
- If your facility or area is on the receiving end of non-compliance, or delivering it, what are the potential risks being introduced into the system? How will you correct this? What can you do now, to plan for more changes that are inevitably ahead?

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By filing an ATSAF report, you contribute important safety information that will help identify trends and issues, as well as help the ATD measure success by what we file.



Federal Aviation  
Administration


# Pilot Perspective

- Reminding ATCO's of the challenges facing pilots
- Wider approach to Team Resource Management



## COVID-Related Skill Degradation in Pilots


### Introduction



The National Health Emergency has left no facet of aviation untouched. Similar to the controller workforce, the pilot community is experiencing skill degradation due to inconsistent flying time and limited practice opportunities. Pilots may require additional guidance, instruction, and patience to maintain safety during this time. Read below for some tips on how controllers can identify and help pilots who may be a little rusty in applying their flying skills. Be mindful that our aviation colleagues may be facing fatigue, anxiety, and employment concerns due to the pandemic. We are all part of the same safe aviation system.

### Signs and Symptoms

Recognizing skill degradation in pilots can be challenging. Without visual cues or observable errors, rusty pilots may fly “under the radar,” making it challenging to know when to provide extra support. Just as you are experiencing changes during this time, it’s essential to remain vigilant for experienced and inexperienced pilots who may be struggling.



**Be on the lookout for:**

- Runway safety issues and taxiing errors
- Readback/hearback errors
- Radio frequency errors
- Airspace and airport unfamiliarity
- Forgetting airspace boundaries and restrictions
- Slow entry of changes into FMS
- The basics: poor phraseology, communication errors, callsign confusion, etc.

### Tips and Resources for Working with Pilots

<b>Share experiences with fellow controllers</b> <ul style="list-style-type: none"><li>• Identify new trends among pilots and consider mitigations</li><li>• Work with management to address redundant safety issues with specific operators</li><li>• Explore opportunities for training to address changes and increase awareness</li></ul>	<b>Consider all operations as non-normal</b> <ul style="list-style-type: none"><li>• Aircraft are flying at light weights</li><li>• Pilots may be carrying non-job stress into the cockpit</li><li>• Relationships in the cockpit may be strained due to furlough decisions</li><li>• Pilots are probably not flying consistently right now</li></ul>	<b>Reach out and provide additional instructions, if necessary</b> <ul style="list-style-type: none"><li>• Highlight changes that have occurred since pilots were in your airspace</li><li>• Reassure pilots that you are there to help however you can</li></ul>
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**Additional Resources**

- [AOPA Rusty Pilots Resource Guide](#)
- [AvWeb COVID-19 Lessons Article](#)
- [Flight Safety Foundation COVID Safety Roadmap](#)

Partnership for Safety – Local Safety Council Discussions – March 2021



# Supervisor Workshops I

- **HP impacts of going in to pandemic posture on the operation?**
- **What is changing in the operation and HP in the current phase of COVID?**
- **Controllers response to COVID and how does this impact their performance and behavior in the operation?**
- **What safety and behavioral issues are we seeing in the operation and how can these be addressed?**



# Supervisor Workshops II

- How have levels and style of supervision changed over the last year?
- What impact has this had on the operation and how do we get back to where we need to be going forward?
- Impacts on Team Resource Management over the last year, now and in to the future?
- What considerations do we need to give to training, trainees and OJTI's?



# Training Everyone

- Traffic mix
- Traffic volume/complexity
- Trainer cues
- Skill degradation
- Procedure memory
- Physical location
- Trainer proficiency
- Trainee proficiency
- Position Relief Briefing (PRB)
- Takeover
- Trainee expectations
- Bravado



# COVID Impact on Workforce Research

- **Operational Safety**
  - Reduced staffing, scheduling, and traffic levels
  - Training delays
- **Human Performance**
  - Skill degradation, procedural changes, and fatigue
  - ATC Attitudes
- **Future Operational Safety & Human Performance**
- **Best Practices and Areas for Improvement**



#StayStrong #WeAreAviation #StrongerTogether

20 May 2021  
10:30 UTC

# Human Factors in the context of COVID



# Questions and Answers

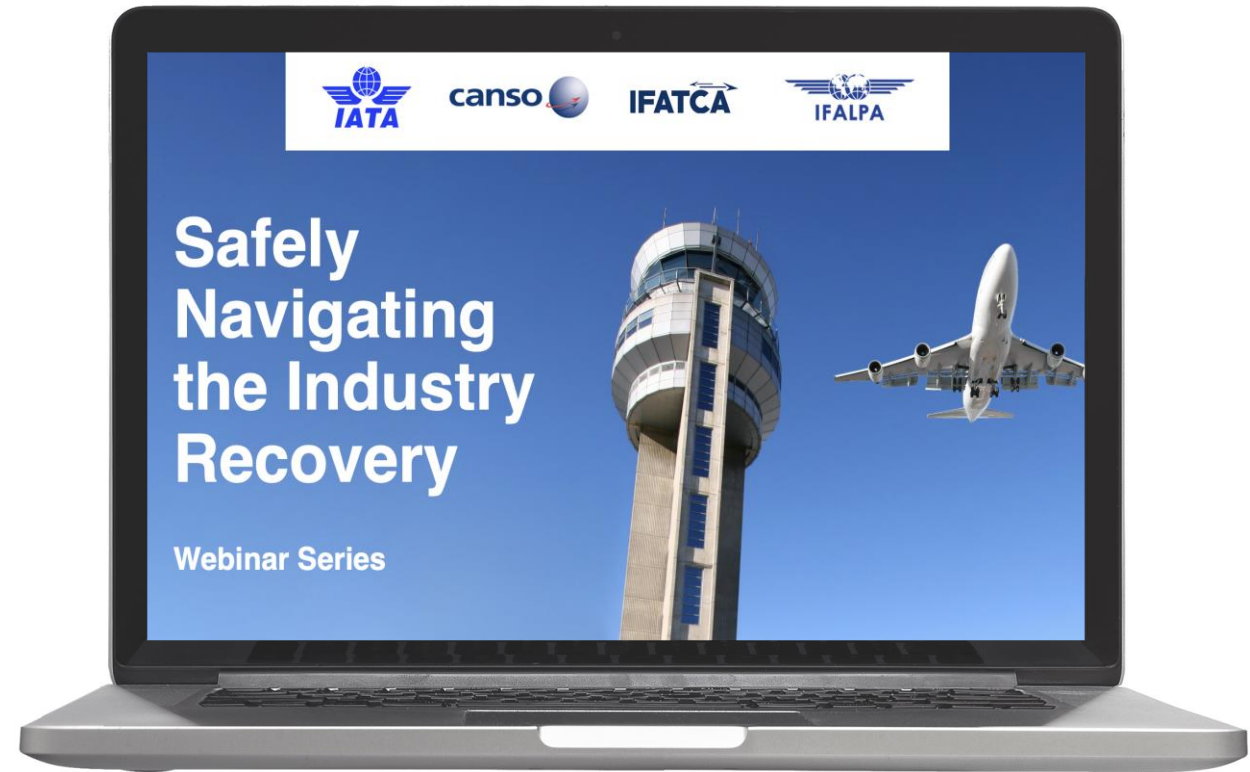
# Future Webinars – Save the Date

## Episode 4

**Topic:** Organization & Change Management  
throughout a pandemic

**Date:** Thursday 29 July 2021

**Time:** 12:30 CEST



The background consists of several overlapping triangular and quadrilateral shapes in various shades of blue, ranging from a deep navy to a lighter, muted blue. The shapes are arranged in a way that creates a sense of depth and movement, with some shapes appearing to recede into the background while others come forward.

Thank you