



## Understanding the sector impact of COVID-19

### Transport organizations

The effects of COVID-19 are being felt across the transport sector. The pressure on organizations has shifted from moving citizens to keeping a core transportation system operational with a skeleton workforce to ensure freight and key essential workers can continue to move. A secondary effect of this shift is the sudden change in sources of revenue for transport operators, with many experiencing an unexpected shortfall in their finances. Organizations will need to plan ahead to ensure that the transport network will be ready for a return to normal operations when lockdown measures are lifted.

#### Potential long-term impact on transport organizations

- Transport organizations will need to ensure that transport networks can continue to operate throughout the lockdown measures, striking a balance between reduced operations and providing enough capacity for key workers to be able to practice social distancing.
- Longer term investment programs may need to be re-planned and re-prioritized, in light of decreased revenue.
- Organizations will need to plan for the availability of key personnel to ensure that staff with critical skills and training are available throughout the COVID-19 pandemic to keep networks operational.
- Commuting and traveling patterns may not recover to their pre-COVID-19 state once lockdowns are lifted.

#### Key questions executives and boards should be asking

- How do we work with government and other stakeholders to ensure the long term financial viability of the network?
- How do we ensure that key personnel is protected and available and that the network can continue to run during extended periods of lockdown?
- How is our supply chain exposed to COVID-19 risk and what impact might this have on operations?
- How should we reorganize capital investment plans in light of unexpected shocks to revenue and potential permanent changes to the usage of transport networks? Are there opportunities for cost-efficient maintenance and renewals during this period?



## Practical next steps

Transport leaders will be defined by what they do along the three dimensions to managing a crisis: Respond, Recover, and Thrive. Some key next steps include:

- Determine the cost and revenue implications of low ridership and protect core assets
- Protect the availability of key personnel and use training to build up a larger pool of available workers for key roles
- Engage with government and other stakeholders to determine the key requirements of the transport network
- Create a number of contingency plans for the resumption of service, taking into account a rapid surge in demand

*For additional steps that companies should consider taking, visit [Combating COVID-19 with resilience](#).*

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