



kandersteg
international scout centre

SAFETY POLICY

Index

Introduction

1 Safety Policy Statement

2 Risk Assessment

3 Committee Information & Directives

- Duty of care
- Directives

4 Staff information

- a. General information
- b. Staff structure
- c. Training Information
- d. Activity information

5 Guest Information

- a. General Information
- b. KanderActive
- c. Guest Declaration form

6 External Activities & Suppliers

- a. General Information

Further information – available at the Centre

Timeline of safety related work

Legal assessment

Insurance coverage

Staff Information

- b. Sample Job descriptions
- c. Training information
- d. Specific activity information
- e. Activity Checklists
- f. Accident and Emergency procedure

Guest Information

- g. Booking information
- h. General information

Staff related policies & procedures:

- a. Chainsaw Policy
- b. Use of Centre Vehicle Policy
- c. Fire Safety Policy
- d. Financial Policy
- e. Accident & Emergency Procedure
- f. (Alpine) Equipment Policy

Introduction

Safety is a complex issue. It has a lot to do with attitude. Attitude as to:

- what is regarded as a danger
- how seriously potential dangers are taken
- what is set in place to mitigate/prevent risks
- whether it is an issue that is constantly worked on throughout the whole organisation.

It is the task of the management to ensure that safety issues are dealt with at all levels of KISC in an efficient way and that all persons involved take a positive and supportive attitude towards safety issues. This is called *risk management*.

Even though safety issues are taken very seriously here at KISC, there are no guarantees that we are able to provide an environment free of dangers or that the precautions taken will prevent possible injury or damage. It can not be the objective of any safety policy to guarantee the absence of risks. The aim is to minimize potential and foreseeable damage by all possible means.

KISC will do all it can to achieve this. However, at all times, there will still be a reasonable amount of self responsibility for any person doing an activity or going about a task in order to experience a safe and fulfilling time here at the centre. We do our best to create an environment where this is possible.

Werner Munter, a famous Swiss avalanche scientist, said about risk management: "If it only takes a slight doubt to make you turn around, you never are going to do a tour. But if you don't turn around, if you have serious doubts, then you are plainly stupid!"

In this Safety Policy we aim to show you how KISC tries to ensure the safety of Staff and Guests at the Centre and how potential risks are managed.

This is a 'Living document', as things change in any ways or means, we will update and adapt our system to make sure that we can continue to offer everyone a fantastic time in a safe, supportive and fun environment.

Chapter 1: Safety Policy Statement

The Safety Policy describes the means and the elements used to deal with safety aspects at Kandersteg International Scout Centre. It aims to address the important issues and to define the responsibilities within the KISC organisation.

Safety Management Strategy

In order to deal with potential risks and ensure best possible safety KISC works along the following strategy cycle:

- | | | |
|----|--------------------------------------|--|
| 1) | Try to foresee dangers | Create risk awareness by assessing the potential risks |
| 2) | Try to limit risks | Set up rules, systems and guidelines |
| 3) | Try to prevent dangers from evolving | Set up procedures and tools
Give appropriate training to staff and participants |
| 4) | Ensure application of strategy | Control application |
| 5) | Evaluate and look at ways to improve | Get feed back on all areas from all people
Examine ways to improve if necessary |

Safety Policy Statement

“Kandersteg International Scout Centre is committed to ensure the safety and the well being of all guests and staff members staying at KISC:”

The aim of our safety commitment is to provide a safe yet stimulating environment in which young people may develop spiritually, mentally, physically and socially. The activities promoted by and the work done at KISC, however, can by their very nature involve elements of risk. The purpose of the Safety Policy is to minimise those risks by providing a system to manage them.

Scope

The various activities offered at KISC and the work done by staff take place in a variety of locations and include a wide range of different situations. Therefore the assessment of risks involved and the measures to limit these have to be evaluated differently for each activity. In addition, every person taking part still has a personal responsibility to themselves to be prepared and capable of taking part.

Safety at KISC can be divided into a number of areas:

- the normal activities involved with camping and Scouting
- the Programme that we offer our guests. In relation to this we can be dealing with dangers that are natural and common for alpine regions and the related activities.
- The Programme offered to Guests with External Suppliers. See Chapter 6 for further information
- Normal Staff Life. This includes all areas of work and freetime

While much of this policy is about the safety of activities offered by and at KISC, we recognize that safety is important for all areas of the Centre. Our aim is that the whole environment and experiences are as safe as it can be for our Guests and Staff.

Responsibilities

Specific responsibilities with regard to safety issues can be identified at 7 different levels within the structural organisations at KISC. These levels are:

- a) KISC Association Committee
- b) KISC Association Steering Committee
- c) General Director
- d) **Senior Management Team**
- e) Long Term Staff members
- f) Short Term Staff members
- g) Guests.

a) KISC Association Committee

The KISC Association Committee is elected by the General Assembly of the Kandersteg International Scout Centre (Switzerland) Association and consists of up to 12 elected and 4 nominated members. Members are elected for a period of 4 years and they serve as volunteers.

b) KISC Association Steering Committee

The KISC Association Steering Committee is appointed by the KISC Association Committee and consists of up to 7 members of the full committee who serve as volunteers.

c) General Director

The General Director is employed by the KISC Association. He/she is selected by a group comprising members of the KISC Association Committee and appointed by the KISC Association Committee. The General Director is responsible for the strategic development and long term operation of the Centre.

d) **Senior Management Team**

The Senior Management Team consists of the General Director, the 1st Deputy Director, the Programme Director and the Guest Services Director. The four members are jointly responsible for the daily operations of the Centre.

e) Long Term Staff

The Long Term Staff at KISC are selected and employed by the General Director and work for between 4 and 36 months. Each has a specific area of responsibility.

f) Short Term Staff, High Season Staff and Helpers

Short Term Staff, High Season Staff and Helpers at KISC are selected and employed by the General Director. The Short Term Staff work for a 3 month season and High Season Staff and Helpers usually work for a shorter period. They work in all areas of the Centre, as far as their abilities allow.

g) Guests, participants and/or their group leaders

Any person can stay at the Centre which is open year round; they can be alone or part of an organised group for a day visit or stay 1 or more nights. Priority is given to Scouts and Guides during the high season. In the case of minors (under 18 years of age), the group leader assumes all responsibilities and is assumed to be 'in loco parentis'

Risk Assessment

The Risk Assessment is a central part of our safety concept. The General Director, together with his/her Staff, is responsible for reviewing this assessment. If above average risks are identified, the management is required to implement suitable measures to reduce the risk to a normal level. This is done annually or before a new activity and/or area of work is introduced.

Committee Information

This part of the Safety Policy includes information aimed at the Committee members but also describes the directives and guidelines the Committee issues for the attention of each of the subordinated bodies.

Staff Information

In this section, information relevant for the staff (other than the risk assessment, the responsibilities and particular directives) about Staff structure, training and safety information available to Staff is detailed.

Guest Information

All information aimed at our guests and participants (other than the responsibilities and particular directives) are detailed in this chapter.

Further information

Any additional information (as mentioned on page 2) contained in this extensive section is available at the Centre.

An extensive amount of further safety documentation, not included in this policy, is available at the Centre.

External Suppliers

Information on the requirements for the External Suppliers which KISC works with.

DECLARATION

Kandersteg International Scout Centre declares that, with the implementation and execution of this Safety Policy, it and all bodies of its organisational structure fulfil their duty of care according to the requirements of Swiss law and the Safety in Adventures label of the Swiss Outdoor Association for the activities concerned.

The original document was accepted and signed in Kandersteg on 02 November 2002 by Thijs Stoffer - Chairman and Marc Lombard - Vice Chairman.

The document has been reviewed and updated according to Committee decisions on 05 June 2004 and signed on behalf of the Committee of the Kandersteg International Scout Centre by Thijs Stoffer - Chairman and Marc Lombard - Vice chairman.

The document has been reviewed, adjusted, set in the new corporate identity and approved by the KISC Association Committee at its meeting on March 21st, 2009.

KISC Safety Policy

This document has been reviewed and adjusted for the Safety in Adventures label, requirements for external suppliers and the addition of the General & Operational Director positions and approved by the KISC Association Committee at its meeting on 5th March, 2011.

This document has been reviewed and adjusted according the functions in SMT and the addition of the 1st Deputy Director positions and approved by the KISC Association Committee at its meeting on 14th June 2014.

Kandersteg, 14th June 2014

Thijs Stoffer, Chairman

Beat Wenger, Vice Chairman

Chapter 2: Risk Assessment

A considerable part of the work that we do at the Centre is to make sure that the activities we offer are as safe as possible, given that our environment is potentially dangerous. Since April 2002 this is done using a specific system of Risk Assessment.

We know that it is impossible to guarantee 100% the safety of any activity or during work done. We also know that there is always the potential for an accident to take place at any time. Our aim is to ensure that, on a regular basis, we evaluate the safety the activities we offer and all areas of the Centre, taking into account any feedback received, changes in conditions, staffing, legal situation, insurance situation or anything else that might affect activities or these areas. **The offering of guided adventurous activities is audited annually.**

A system of assessment, grading and follow up is in place for different areas of the Centre and the activities that we offer. A regular review of this Risk Assessment, including updating the actual assessment system used, is done annually within the **SMT*** of the Centre.

* The SMT is the 'Senior Management Team' at the Centre, comprising the General and the appointed Deputy Directors. This team meets on a regular basis to review the general operation of the Centre, to plan the future developments and to ensure that the Safety Policy is implemented.

Further Information:

- Summary document for Risk Assessments at KISC
- Detailed risk assessment done

Chapter 3: Committee Information & Directives

Duty of Care

It is important to know that ultimately the Committee is in charge and responsible to make sure that all necessary measures are being established and executed (duty of care).

It must be the objective of the Committee to see that the Safety Policy is implemented and that the control of the execution of the proposed measures can be secured. This is achieved by issuing suitable directives to the executive bodies, the KISC Association Steering Committee and the General Director, and to document their reports on the effect of the system in place.

If there are serious doubts about the effectiveness or efficiency of the Safety Policy and/or the measures proposed therein, the Committee may consult external advisors for certain areas.

The directives must be comprehensive enough that no important element of the Safety Policy is lost or bypassed. The Committee must be satisfied that all the necessary steps have been taken and are maintained in order to have a sufficient system in place.

Therefore, the KISC Association Committee hereby issues the following list of specific directives and guidelines to be fulfilled by the respective body, in particular the KISC Association Steering Committee and the General Director.

Further, the Committee must identify the legal consequences and make sure the insurance coverage provided by KISC is sufficient

Any decisions about the Safety Policy and/or Safety Report must be discussed and/or approved on the occasion of Committee meetings.

As decided in the Committee Meeting 2004_02 (June 2004) the definition of a Near Miss is as follows: "A 'Near Miss' is any incident that could have resulted in serious injury or death but for good fortune did not develop into an accident causing serious injury or death".

Directives

Committee

1. issue directives and guidelines to the KISC Association Steering Committee and the General Director in order for them to develop, implement, execute and maintain the Safety Policy
2. approve the Safety Policy, its revisions and have this recorded in the minutes of every meeting
3. ensure that the KISC Association Steering Committee is fulfilling its duty of care

Steering Committee

1. supervise the development, implementation, execution and maintenance of the Safety Policy
2. review the Safety Policy once a year with the General and Deputy Directors and the Long Term Staff and propose measures when necessary
3. ensure that the General Director is fulfilling his/her duty of care

General Director

General

1. know and execute your duty of care (tasks hereunder)
2. report to the Steering Committee and the Committee
3. report to the Steering Committee and the Committee that KISC training and incident numbers are in line with Safety in Adventures/BASPO requirements
4. maintain and review the Safety Policy, according to the directives and guidelines given but also according to the needs established from the Risk Assessment
5. report on accidents, incidents and 'Near Miss' situations to the Steering Committee
6. provide the means for staff at every level to execute the safety systems in use
7. keep detailed records about accidents, incidents and 'Near Miss' situations that take place
8. keep the staff informed of any changes in KISC policy and, where necessary, advise on the training or recruitment of staff
9. inform the staff about the directives issued by the Committee and make them aware of their responsibility to themselves and others regarding safety
10. provide the opportunity for staff to feed back safety issues and implement improvements

Activities

11. gather information from Long Term Staff about the activities which are taking place, the location of those activities and the staff being used to provide the activities
12. ensure that no guest participates in activities for which they do not fulfil the requirements as asked for in the Declaration Form

Guests & Staff

13. gather information from Long Term Staff about the work taking place in different areas and departments and the Staff working in these areas

Senior Management Team

General

1. know and execute your duty of care (tasks hereunder)
2. maintain the Risk Assessment, for all areas of the Centre, and review it at least once per year or more often if necessary

3. keep detailed records of the ability, skills and training of staff, including all relevant certification (including First Aid)
4. provide training for staff members within the KISC guidelines and keep records of the training completed
5. ensures that the requirements for External Suppliers as defined in Chapter 6 are fulfilled.

Activities

6. ensure that the necessary safety procedures and documentation, for activities identified in the Risk Assessment, are produced
7. ensure that all Guests and participants in activities are informed about the safety issues prior to their arrival and/or start of the activity

Guests & Staff

8. evaluate the Rules, Procedures and Guidelines for each work area and department and monitor their implementation
9. ensure that the necessary safety procedures and documentation, for work areas identified in the Risk Assessment, are produced
10. ensure that all Guests and Staff are informed about safety information prior to their stay
11. ensure that no Staff undertakes work for which they do not fulfil the requirements

Members of the Long Term Staff

General

1. know and execute your duty of care (tasks hereunder)
2. exercise sound judgement in all situations based on your training and experience
3. hand in all relevant certification relating to your qualifications and training
4. make Short Term Staff and group leaders present at the Centre aware of their responsibility to themselves and others regarding safety
5. know and follow the Accident & Emergency Procedures, ensure that the First Aid Log Book, Incident Report Forms and Near Miss Report Forms are completed thoroughly

Activities

6. ensure and assess that you have suitable staff to lead each activity, taking into account appropriate training, qualifications, experience in the activity concerned and personality
7. ensure and assess that each Staff Guide is familiar with the Rules, Procedures and Guidelines appropriate to each activity
8. ensure that each activity leader is aware of the risk assessment and the safety measures for the activity
9. ensure that each activity leader is working within the Rules, Procedures and Guidelines for their activity
10. communicate relevant information to group leaders before their arrival and/or prior to the start of the activity. For example personal equipment, required experience, conditions, etc.
11. know the Risk Assessment and the proposed measures to limit risks for your activity
12. complete any activity registration form provided by KISC (Route Cards, Group Check List etc.) prior to the activity
13. do not lead activities under hazardous conditions or in a location which is not part of the KISC programme as specified in the Safety Policy, unless approval has been granted by your superior or you act under your own responsibility in an emergency situation
14. follow the Rules, Procedures and Guidelines for each activity

15. brief any assistant leader (e.g. bottom person for abseiling, second guides etc.) on your activity in advance of what may be required of him/her. As activity leader you must be satisfied that assisting staff will enhance the overall safety of your group

Guests & Staff

16. ensure and assess that you have suitable Staff to work in your area, taking into account appropriate training, qualifications, experience in that area and personality
17. ensure and assess that each Staff member is familiar with any Rules, Procedures, Guidelines or safety measures appropriate to that work area
18. ensure that each Staff member is working within the Rules, Procedures and Guidelines for their area
19. do not work in an area or use tools, equipment or chemicals which you are not permitted or trained for
20. follow the Rules, Procedures, Guidelines and safety measures for the area you are working in
21. brief Staff in your work area in advance on what may be required of him/her. You must be satisfied that all Staff are working to ensure the safety of Guests and Staff in the area

Short Term Staff Members

General

1. know and execute your duty of care (tasks hereunder)
2. exercise sound judgement in all situations based on your training and experience
3. hand in all relevant certification relating to your qualifications and training
4. make group leaders present at the Centre aware of their responsibility to themselves and others regarding safety
5. know and follow the Accident & Emergency Procedures, ensure that the First Aid Log Book, Incident Report Forms and Near Miss Report Forms are completed thoroughly

Activities

6. know the Risk Assessment and the safety measures to limit risks for your activity
7. complete any activity registration form provided by KISC (Route Cards, Group Check List etc.) prior to the activity
8. do not lead activities under hazardous conditions or in a location which is not part of the KISC programme as specified in the Safety Policy, unless approval has been granted by your superior or you act under your own responsibility in an emergency situation
9. follow the Rules, Procedures and Guidelines for each activity
10. brief any assistant leader (e.g. bottom person for abseiling, second guides, etc.) on your activity in advance of what may be required of him/her. As activity leader you must be satisfied that assisting staff will enhance the overall safety of your group
11. thoroughly complete an Activity Evaluation

Guests & Staff

12. know the safety measures to limit risks in the area you are working in
13. do not work in an area or use tools, equipment or chemicals which you are not permitted or trained for
14. follow the Rules, Procedures and Guidelines for the area you are working in
15. brief other Staff in your work area in advance on what may be required of him/her. You must be satisfied that all Staff are working to ensure the safety of Guests and Staff in the area

Chapter 4: Staff Information

This section provides a summary of the Staff structure at the Centre; from how staff are recruited, their training and their actual work with guests.

More detailed information on the Staff Structure here at the Centre is available in the "Further Information" section of this Policy, on the website and in other documents available at the Centre. Most of these are evaluated and updated at least every season, others at least every second year.

General Information

The Staff are recruited from all over the world and normally come to the Centre first for 3 months, some then returning for longer periods. There are only a few exceptions to this system, which is unique within World Scouting for the demands placed on the volunteers – balanced by the experience, training and rewards that they receive as a member of staff.

The only qualifications for being a member of the staff are:

1. To be at least 18 years of age
2. To be a member of an association recognized by WOSM or WAGGGS
3. To be able to communicate in English

Other skills and abilities are always an advantage, particularly relevant to the season.

A well developed and comprehensive application and selection process is in place for all staff with good information that is regularly updated and easily available. For Long Term Staff, the selection process includes 1 but if needed 2 different telephone interviews and if the job requires a face to face interview. Besides that if needed a reference check will be conducted. For Short Term Staff the selection process is solely based on the received documents including references.

Staff Structure

The Staff has several levels:

1. The General Director – employed by the KISC Association, is responsible for the general and strategic management of the KISC operations
2. **The Senior Management Team** – is responsible for the daily operations of KISC. They meet weekly to ensure that the daily operation and the long term planning are being fully and properly carried out.
3. The Long Term Staff – employed by KISC for 4 months or more, all have a specific area of responsibility, live mostly away from the Centre and receive pocket money. Includes the line management of the Centre.
4. The Short Term Staff – employed by KISC for a maximum of 3 months and work in all areas of the Centre as appropriate- this includes High Season Staff (HSS).
5. High Season Staff & Helpers – people who come back for between a few days and several weeks, are considered as Short Term Staff for all issues relating to the Safety Policy.

Staff Training

Every Spring, Autumn and Winter season begins with at least 1 week and every Summer season with at least 13 days of training for the Short Term Staff. The aim of this training is to give an introduction to all areas of the Centre as well as giving them the basic skills needed to run the Centre and deal with any situations that might arise. This training is organised and run by the Long Term Staff and is very comprehensive in achieving its aim.

Training for both Long & Short Term Staff continues as necessary during the season, particularly with specific training relating to the running of activities in summer and winter. A system of Assessments is in place to decide whether staff should be leading activities and to make sure that they are all run in accordance with the Centre's systems and policies.

During Short Term Staff training periods the Accident & Emergency and Fire Alarm Procedures are covered and the Safety Policy is introduced. A minimum of 3 Fire Drills and scenarios are conducted to ensure that staff are aware of the manner they should react to a fire incident. Staff are given written documents to support their training and all accident reporting procedures are covered in detail.

The Long Term Staff have all completed this week or 13 days long training. On return they receive further training specific to their area of responsibility including recaps of the important general areas (Fire Alarm, Accident & Emergency Procedure and Safety Policy). Outside trainers are used for some topics; e.g. First Aid. External courses are provided to Long Term Staff when a specific requirement is identified.

Ex-Staff Helpers will, depending on the duration of their stay, receive recaps of the important general areas and will be subject to the same assessment procedure as Long or Short Term Staff if working in the Programme Department.

All Staff at the Centre sign an Agreement upon appointment, this includes a reference to the Safety Policy and all other rules & regulations applying to Staff and the responsibilities that arises as a result.

Programme Staff Training

Activity Staff are trained to the BASPO (Jugend & Sport) standards. This is done during general Staff Training and in additional sessions/training after this period.

Emergency Team

The Emergency Team (ET) is comprised of the General Director, one of the Deputy Directors and at least 2 other members of the Long Term Staff (preferably different departments and different skill basis) and at least 1 member of the Short Term Staff.

The primary role of the ET is to co-ordinate dealing with incidents/accidents or emergencies but not necessarily to give first aid treatment. One of them will generally always be at the Centre during the day or available by phone also during the evening/night.

The secondary role of the ET is to check on a regular basis (at least twice per season) the First Aid Log Book entries, the Incident Report Forms and Near Miss Report Forms to see if trends are occurring and to take appropriate actions. Besides that the ET will critically look at all areas of the Centre and produce proposals to reduce potential risk situations.

Activity information

The most important document relevant to the Programme offered is the annual brochure KanderActive that details all the activities we offer. The aim is to offer as wide a range of activities as possible, based on the Centre's themes of International Friendship, High Adventure and the Environment.

Many groups choose to organise their own programme and so the Centre acts as an information resource and booking facility. Many of the Centre run activities have considerable supporting documentation available to Staff and/or Guests to assist them in the preparation and running of an activity.

The Risk Assessment that is carried out for every activity offered and run by the Centre sometimes results in an activity needing further documentation and training. Such activities have a specific information sheet and this information is available to all Staff in the Programme Safety Folder.

Chapter 5: Guest Information

This section, being part of the KISC Safety Policy, provides a summary of the Guest system at the Centre, with some detailed information particularly relating to their responsibilities while staying here.

General Information

Any person can stay at the Centre. While it is intended primarily for Scout and Guide groups – and these have priority at certain times of year – the Centre also accepts non-Scouts such as families, schools, seminars or individuals.

There are five main accommodations – the Chalet, the Sunneblick, the Kander-Lodge and the Tower (all open year round) and the Campsite (open from mid May to late September.) Guests can choose where they wish to stay and whether to take advantage of the extensive range of services offered. These range from the Programme Activities to food order facilities, the Shop and Catering.

An established and organised booking system is in place to ensure that guests receive the smoothest and easiest service before they arrive. There is regular contact between the Centre and all guests, and the Reception Staff act as the first point of contact. Guests also have a lot of contact with the Programme Staff.

It is required that each group has at least 1 adult who is the named and responsible leader of and for that group. Each group is responsible for ensuring that they follow the rules of their National Scouting Organisation while here.

KanderActive

This brochure is one of the Centre's main publications and knowledge of it is essential for groups planning a programme and for respecting the KISC Safety Policy. It is available to Guests on request and to download from the Centre's website. All the information in KanderActive is also available on the Centre's website.

Guest Declaration

The leader of all groups, prior to or upon arrival at the Centre, must sign the Guest Declaration (sent to them in advance for their information). In it, the named leader accepts responsibility for the group and for ensuring that the safety of their group as detailed in the Guest Declaration is carried out. In the Guest Declaration it is stated that the leader is responsible for ensuring that the rules of their national association and Swiss law are obeyed.

Further information:

- KanderActive (current edition)
- Guest Declaration (GB)

Chapter 6: External Activities & Suppliers

Kandersteg International Scout Centre offers a number of activities and services through external companies. These activities or services are usually beyond the scope of what can be delivered by KISC Staff (e.g. Canyoning) or are unique offerings (e.g. Rodelbahn or Niesen).

For external suppliers there are a number of requirements for their activities or services to be offered to and/or through KISC. These are:

1. Comply with Swiss law
2. Comply with the regulations of the national body for their area/sport
3. Hold the Safety in Adventures label, if it is relevant to their area/industry
4. Provide documentation to KISC of compliance with regulations, qualifications or Safety in Adventures certification

External Suppliers can be divided into a number of distinct areas:

1. Tickets.
E.g.: For trains, cable-cars, gondolas and ski resorts.
2. Equipment Rental
E.g. Ski equipment, mountain bikes
3. Adventurous Activities
E.g. White water rafting, Canyoning, Paragliding, Sky Diving, Via-Ferrata
4. Non-Programme/Activity Related Supplier
E.g. Food suppliers, cleaning chemicals, building materials

When making agreements, or when renewing agreements the following process should be followed when determined relevant according to the signature procedures:

- Given copies of KanderActive, Annual Report and Safety Policy
- Given advice on KISC Staff and frequency of change
- Given advice on behaviour and expectations of KISC/Scout Guests
- Contracts are negotiated and signed by the responsible member of the Senior Management Team
- The contract must mention the requirements stated above
- Compliance with the requirements is checked by a member of the Senior Management Team
- The General Director will draw up a list of relevant contracts for review by the Steering Committee to decide on signature responsibilities