

Risk Management @ KISC

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1 Purpose

This document explains the process of risk management and how it is applied on strategic and operational levels at Kandersteg International Scout Centre. The risk policy addresses the following goals:

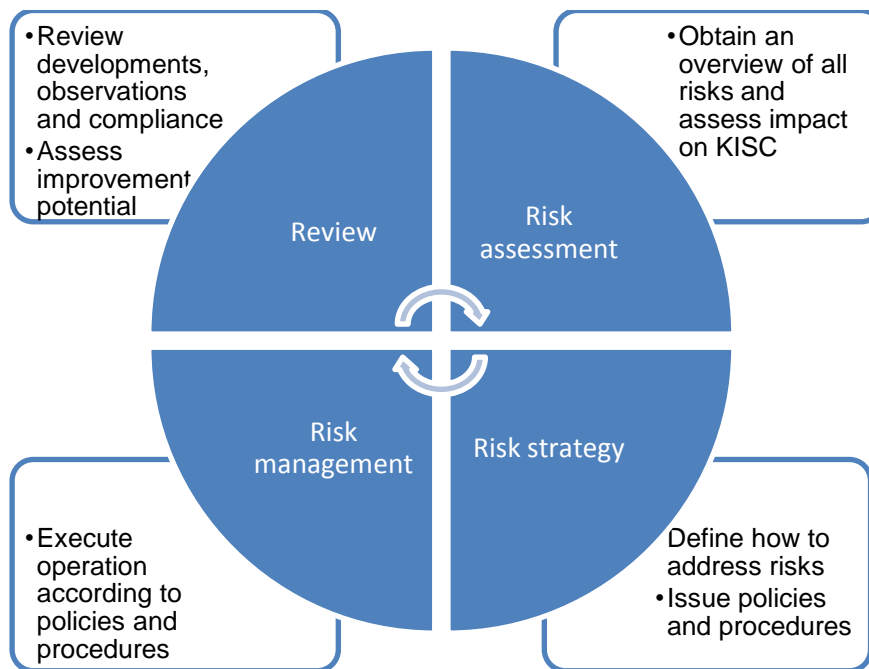
- Ensure a safe environment for all guests and staff at KISC and keep them safe from harm
- Detect potential risks
- Monitor existing and potential risk in a structured way and define how to address them
- Develop and execute measures to mitigate risks
- Define roles and responsibilities for all involved parties
- Ensures that all committee members and staff have sufficient knowledge and competences to deal with the risks inherent in the operations
- Comply with all relevant laws and regulations

Changes to the document are to be approved by the KISC Association Committee.

2 Process

2.1 Process Overview

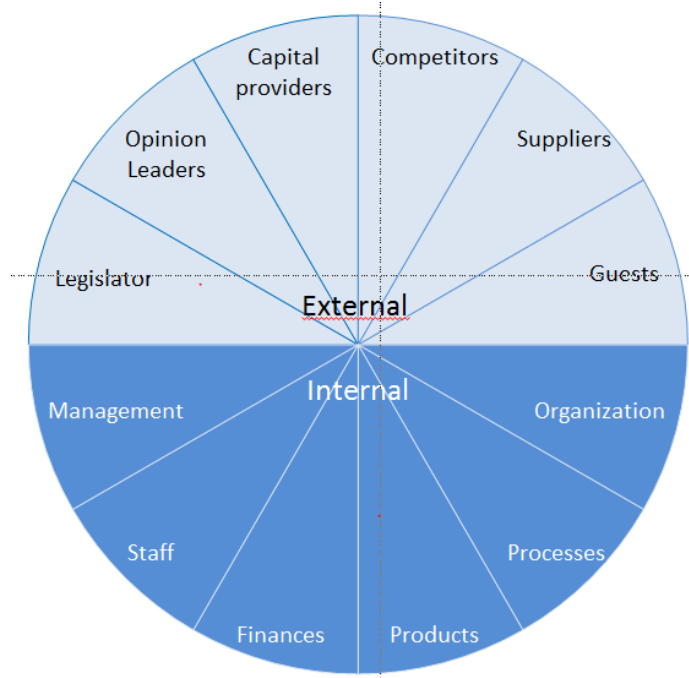
Risk management is an ongoing process and has to ensure, that KISC treats risks adequately and avoids negative impacts from such risks.



2.2 Risk Assessment

2.2.1 Risk Identification

The strategic risk assessment has a wide scope to cover all risk elements which have a potential impact on KISC. A comprehensive risk radar gives a structure to detect such risks. In addition, learnings and observations from the day-to-day operations have to be considered as well.



2.2.2 Risk radar

The risk radar derives from a long list of potential risks the ones that are considered to have a significant impact on KISC, its guests and staff. The selection is based on two key drivers:

Probability: The probability that an incident will occur is high

Impact: When an incident occurs, the negative consequences (harm to persons, financial consequences) seriously impact reputation and stability of KISC. For the sake of simplicity, this impact is measured in financial values.

The following graph shows, how these two drivers are divided into categories. The combination of the two drivers groups the risk into major, medium and minor risks.

Major risks are considered of strategic relevance and as strategic risks are in the responsibility of the KISC committee. The committee also provides overall guidelines to other identified risks that are relevant for our guest and staff and may have an impact on the reputation of KISC.

Medium and minor risks are considered as operational risks.

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Minor Risks (low impact and probability)
 Medium Risks (Impact and probability to be taken seriously)
 High Risks (Impact life threatening, propability very high)

		Bottom line impact in CHF	Probability of incurrance within 3 year period					
			1	2	3	4	5	6
			< 5%	<10%	< 25%	< 50%	> 66%	66% +
Financial Impact of an incident	1	< 5						
	2	> 5						
	3	> 10						
	4	> 25						
	5	> 75						
	6	> 250						

2.3 Risk Strategy

2.3.1 Risk Management Principles

The risk strategy aims to reduce KISC's vulnerability to risk, either by reducing the probability and/or the impact. There are four ways to address a risk.

Treatment	Characteristic	Strategy
Accept	Chances are higher than threats Part of the core business	Risk has to be covered by financial reserves
Share	Other parties are willing to cover impact of risk against remuneration	Insurance
Reduce	Can be influenced by internal processes and measures	Issue policies and procedures
Avoid	Impact is in no relation to benefits	Stop activity

For any recognized major risks, the management of this specific risk has to be described in detail.

Identified minor and medium risks may be dealt with in groups and the management of those is described in specific policies and procedures.

Where necessary third party experts (lawyers, insurance and risk management consultants) are consulted to provide professional expertise on how to deal with particular risks.

2.3.2 Policies and procedures

Policies and procedures are issued to define a risk management framework in particular areas and outlined in section 3. These policies and procedures must be comprehensive enough so that no important element of the risk management is lost or bypassed.

2.4 Risk Management

In order to ensure that risk management procedures and policies are followed, measures have to be established.

Measures have to be tracked and documented. It is the duty of the monitoring body to review on a yearly basis, that the risk management processes are conducted according to the policies and procedures.

2.4.1 Staff Recruitment and Training

All involved persons need to have the capabilities to deal with the risks in their area of responsibility. Such requirements are to be defined in the job descriptions. Recruitment of qualified staff and ongoing training is a key element in risk management.

For recruitment, the following minimal conditions apply for staff being employed by KISC:

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
4. To provide a Medical Certificate declaring physical and mental health to be able to work at a high altitude and multicultural environment

For jobs with specific requirements, a job description is necessary that outlines the requirements for potential candidates. In the annex, responsibilities for the director, the SMT, LTS and STS including seasonal helpers are stated in detail.

Considering the high turnover in staff, training of risk awareness is an instrumental element in risk management. The SMT defines training plans and content (job description). These training plans ensure that each staff member receives all relevant instructions and knowledge to be capable to conduct his task in a safe way. Where necessary, assessments and tests may be included to prove the required capabilities.

2.4.2 Emergency Organization

Serious incidents such as natural disasters may occur anytime and unexpectedly. An emergency organization is in place to safeguard continuation of operations to the extent possible and calls for support. The emergency organization is run by the director and ensures that it is available at 7 days and 24 hrs.

Accident and emergency procedures are established so that staff can react correctly at any time.

2.5 Review and Reporting

2.5.1 Reviews

A regular review and reporting ensures that the risk management covers all potential risks. Reviews take place as following:

Risk category	Frequency	Activities	Responsible
Strategic Risk (Major risks)	Yearly	<ul style="list-style-type: none"> • Review overall risk radar • Analyse and verify assumptions • Verify accuracy of risk management procedures • Provide Report to Committee for approval 	SC
Operational risks (Medium & minor risks)	End of Season	<ul style="list-style-type: none"> • Review feedback from operations (staff, guests) • Analyse and verify assumptions • Verify whether risk management procedures are still valid and serve the purpose • Provide Report to Steering Committee 	SMT

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		for approval	
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2.5.2 Reporting

Based on the reviews, a report is issued to the monitoring body. The report includes a status of the risk assessment and highlights changes made in the risk management processes.

The following reports are issued:

Report	Content	Frequency	Issuer	Recipient
Risk Radar Review	Review of major risks Summary of Safety report	Yearly	SC	COM
Safety Report	This reporting outlines incidents with severe injuries and statistics of reported safety incidents during a season.	Season	SMT	SC

2.6 Roles and Responsibilities

Risks involve people on every level, meaning it is imperative to involve all of them in the risk management process.

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

As a general overview roles and responsibilities are divided as indicated in the table below.

Specific details on each role and responsibility are stated in the annex. Binding are the details in the annex and in the job descriptions.

A:	Approve	COM:	Committee
D:	Develop	SC:	Steering Committee
E:	Execute	DIR:	Director
M:	Monitor	SMT:	Senior Management Team incl. Director
S:	Support	LTS:	Long Term Staff
		STS:	Short Term Staff

Tasks	Role				
	COM	SC	DIR	SMT/LTS	STS
Risk Assessment / Risk Strategy					
• Strategic Risks	/A/M	D/E	S		
• Operations		A/M	D/E	S	S
Risk management procedures			E	E	S
Review	M	M	E	E	
• Strategic Risks	M	E	S		
• Operations		M	E	S	S

3 Specific Risks

3.1 Safe from Harm

KISC is responsible to provide a safe from harm environment for guests as well for staff. The aim of KISC's safety commitment is to provide a safe yet stimulating environment in which young people may develop spiritually, mentally, physically and socially.

The following policies are put in place to ensure a safe from harm environment:

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Policy	Purpose	Issuer
Living at KISC	<ul style="list-style-type: none"> • Framework of behaviour for staff 	SMT
Alcohol Policy Staff	<ul style="list-style-type: none"> • Regulations on consumption of alcohol while acting as KISC staff 	SMT
Alcohol Policy Guests	<ul style="list-style-type: none"> • Regulations on consumption of alcohol for all guests staying at KISC 	SC
Child protection policy	<ul style="list-style-type: none"> • Guidelines on how to promote child protection and how to deal with incidents 	SC

3.2 Hygiene Risks

By law and in order to maintain the catering licence KISC is required to fulfil hygienic standards of the HACCP concept for its catering activities.

3.3 Programme Activities

Many of the provided programme activities include a certain risk level. To ensure, that guests participating in such activities meet the necessary skills, the following regulations or guidelines are applied.

Guideline	Purpose
Programme activity assessment	Assess and monitor all activities for their potential risks and take necessary measures
Specific program staff training and assessment	Provide adequate training and assess for specific guided activities by KISC the ability of KISC staff guiding
Safety in Adventures	<p>Regulations for adventure activities issued by Safety in Adventure</p> <p>KISC has a yearly audit by Safety in Adventures to confirm that processes comply with the regulations</p> <p>Reports from these audits are reviewed with the steering committee.</p>
Guest Information & Declaration	<p>KISC provides adequate and easy to understand information to its guests that outline the necessary steps to provide a safe stay at the centre and during their activities. Specifically, Kander Active is given to the group leaders in advance who then are responsible to inform their group members. Kander Active has all the necessary information in order for groups to decide about suitability of an activity and to prepare accordingly.</p> <p>Safety information is given before and during their stay and includes:</p> <ul style="list-style-type: none"> • General rules at the centre incl. Child Protection and Alcohol Policy • Specific safety information for activities • Check list for guided activities <p>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.</p>

3.4 Financial risks

A financial policy (under development) outlines the principles to be followed to secure sound financial management and protect KISC's assets and business continuity.

3.5 Infrastructure

KISC's infrastructure has to ensure a safe surrounding for its guests and staff. The following measures and activities are put in place that legal requirements are met and aim to prevent incidents.

Measure/Activity	Purpose
Fire alarm system	Every building is equipped with a fire alarm system. Staff is trained regularly on how to react in case of a fire alarm.
Evacuation	Evacuation plans and emergency exits are in place and checked by the authorities
Property Walk	Yearly walk through the infrastructure to monitor its status,
Compliance	All buildings comply to legal requirements (at the time of construction) and are approved by the authorities.

3.6 Suppliers and third party Activities

For a number of programme activities KISC refers its guests to third party suppliers at cost base. KISC negotiates prices and conditions for its guests with these suppliers.

KISC contracts must include:

1. Declaration that third party complies with the regulations of the national body for their business area, including valid permissions (e.g. Safety in Adventures for Activities, HACCP for Food deliveries) and Swiss law
2. Indication of adequate insurance coverage for the service they provide
3. Provision of proof of evidence for above criteria at any time

When entering into business relationships with third party suppliers the following applies:

- Suppliers are being made aware of specific circumstances at KISC (e.g. Voluntary and international staff, frequency of changes, behaviour and expectations of KISC/Scout Guests)
- Specific information that guest receive by KISC prior to the activity (e.g. copy of KA)
- Contracts are negotiated and signed by the responsible member of the Senior Management Team. If in doubt the SMT Member asks for professional advice before signing a contract.
- The suppliers confirm the requirements stated above in a written contract and show a prove of evidence.

Contracts are reviewed on a yearly basis. Suppliers have to prove extension of expiring permits.

Any concerns or irregularities that come to the attention of KISC staff have to be reported to the SMT immediately. The SMT decides on further actions.

4 Annex

4.1 Overview Major Risks

	Risk	Description	Impact	Probability
Strategic Risks	dependency on Key Committee members	a sudden drop-out of the Chairman or other members of the Committee has a negative effect on medium term	3	2
	innovation	there is not enough effort taken on development and innovation of our products, therefore sales numbers decline	2	2
	strategy	The product is unknown to our customers and therefore the potential cannot be fully covered.	4	2
	disagreement in management	Disagreements and disputes within the management team lead to inefficiencies	3	4
	bad image	KISC suffers a decline in customers due to a bad reputation	5	3
	Wrong strategy	The Committee implements a wrong strategy	4	2
	bad investments	Bigger investments are made without proper planning and control.	4	3
	Disrupted Partnerships	Major Partnerships (WOSM, ESR, PBS, BSA, UK Scouts) get disrupted and support from partners is capped	5	2
	Succession planning	There is no succession planning and insufficient documentation, that can cause problems handing over the business	3	3
Financial Risks	debtor default	Many customers do not pay their bills on time or not at all, resulting in large defaults.	2	3
	resources / energy	resources and energy used by KISC get more expensive, which has a negative effect on the margin	3	2
	price pressure	Price pressure due to the high living standards and exchange rates	3	5
	insurance	Irregular control of the insurance policies lead to either too high insurance premiums or to insufficient coverage in case of damage.	5	3
	theft of cash/fraud	staff member steals money (cashier) systematically over a longer period	4	3
	e-banking fraud	staff member or hacker transfers funds away from bank account	5	2
	accounting procedures	Accounting procedures are insufficient and accounts do not reflect the correct financial situation. Restatements and corrections result in financial losses	3	3
	budget and investment planning	Detailed budget and investment planning are not done thoroughly, which results in unexpected costs	3	3
	liquidity	The company no longer has sufficient liquid funds to meet their demands	6	3
Operational Risks	dependency on suppliers	KISC is highly dependent on a few key-suppliers that terminate the cooperation	2	1
	IT infrastructure	The IT infrastructure fails for several days.	3	2
	data loss	Important data is lost (including all backups)	4	1
	criminal/violent situation	A criminal / violent situation happens in our property	3	2
	failure of equipment	An important element of equipment (e.g. washing machine) fails.	2	3
	product liability	There is a product liability case pulls a bad reputation with it.	3	2
	obscure guests	criminals, extremists, delinquents, etc. on our property impact our reputation	3	2
	poor quality	The quality of our products/services is insufficient over a long period (12 mths.+)	4	3
	safety	lack of training and safety regulations cause an accident	3	3
	sick leave	Many staff are off work due to sickness or an accident	4	3
	death of a staff-member		4	2
	heart attack/death of a guest		2	5
	death of an SMT-member	Affects operations, motivation and financial loss	5	2
	major accident on guided activity	Can result on financial problems as well as reputation	4	3
	major accident on unguided activity	High probability due to unfit and unawareness of guests	3	5
	dependency on key-staff	1-2 key-staff drop out, delegates are poorly regulated and the tasks are poorly documented	4	3
	missmanagement	the management team takes wrong decisions, which have a negative effect on the business	4	2
	poor maintenance	Infrastructure and machinery take damage due to insufficient maintenance or wrong handling, accelerated aging leads to early replacement, no guarantee or insurance coverage as self inflicted	4	4
	child abuse	A child abuse situation happens in our property or during a guided activity	5	4
External Risks	political surrounding	The political situation outside Switzerland has a negative effect on performance.	3	1
	environmental regulations	Changes in environmental regulations have an negative effect on performance	2	1
	sabotage / theft	third party caused theft and damage to property or disclosure of confidential information.	3	2
	amendment in law	Changes in law have a negative effect on business	3	2
	seasonality	guest numbers are difficult to plan, as they depend a lot on seasonality	1	2
	elementry events	Flooding, erosion, wind, avalanches and other natural disasters lead to significant damage.	5	4
	fire	A fire in a KISC Building affects the progress of the company's activities significantly.	6	3
	dehydration of labor market / restrictions to obtain working visas for international staff	It is not possible to find enough qualified staff.	5	4

4.2 Risk related responsibilities

4.2.1 Committee

1. Issues directives and guidelines to the KISC Association Steering Committee and the Director in order for them to develop, implement, execute and maintain the risk management process
2. Approves the risk management concept and its revisions
3. Ensures by appropriate controls and sufficient resources that the KISC Association Steering Committee is fulfilling its duty of care

4.2.2 Steering Committee

1. Supervises the development, implementation, execution and maintenance of the risk management process
2. Reviews the risk radar once a year with the Director and the Senior Management Team and proposes measures when necessary
3. Reviews the existence and compliance of risk management measures as defined by policies and procedures
4. Reviews insurance coverage and ensures adequate coverage
5. Ensures, that changes in the legal framework are incorporated in the risk management
6. Ensures that the Director has sufficient resources to fulfil his/her duty of care

4.2.3 Director

General

1. report to the Steering Committee and the Committee
2. responsible to manage operational risks, and implements risk management measures
3. report to the Steering Committee and the Committee that KISC training and incident numbers are in line with Safety in Adventures 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 risk management and 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 safety issues back 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

4.2.4 Senior Management Team

General

1. know and execute their 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 Policies, 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

4.2.5 Members of the Long Term Staff

General

1. know and execute their 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

4.2.6 Short Term Staff Members (inkl. Seasonal Helpers)

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

4.3 Glossary & Abbreviations

Committee	COM	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.
Steering Committee	SC	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.
Director	DIR	The 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 Director is responsible for the strategic development and long term operation of the Centre.
Senior Management Team	SMT	The Senior Management Team consists of the Director, Programme Director, Guest Services Director, Internal Services Director and Staff Development Director. The five members are jointly responsible for the daily operations of the Centre.
Long Term Staff	LTS	The Long Term Staff at KISC are selected and employed by the Director and work for between 4 and 36 months. Each has a specific area of responsibility.
Short Term Staff, High Season Staff and Helpers	STS	Short Term Staff, High Season Staff and Helpers at KISC are selected and employed by the 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.
Policy		A policy gives binding directives to all persons involved in KISC including rules applicable for staff and guests. If in this document not otherwise mentioned, policies are issued by the SMT.
Procedure		A procedure is a defined and documented sequence of actions and controls. The body responsible for execution of a particular risk management task is responsible for documentation.
Guidelines		Guidelines are recommendations to staff and guests to create i.e. risk awareness. They do not have binding character as policies do.

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This document has been approved by the KISC Association Committee at its meeting on 11.11.2017.

Kandersteg, 13.12.2017

Thijs Stoffer, Chairman

Dominik Roos, Vice Chairman