2013 Management report





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Intervention services

INTERVENTION SERVICES

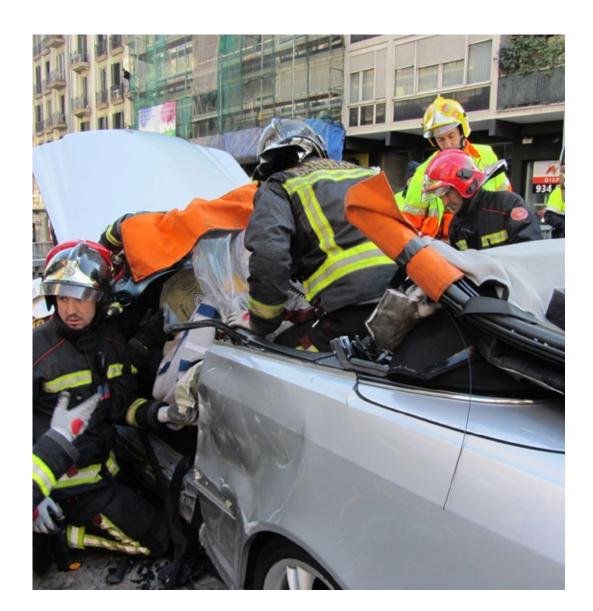
1.1 RESCUES



Intervention services

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In 2013, 3,908 rescues were performed, which represents 28.08% of all actions. Of these rescue interventions, 1 was carried out outside the municipal area. During 2012, 3,904 rescues were performed, which represented 26.46% of all actions.

Out of the total number of rescue operations, 282 were not emergencies.

In 2,326 cases, the interventions involved coming to the assistance or aid of people, which represents 59.52% of the total. In 1,066 cases they involved rescues from lifts (27.28%). The rest were 35 rescues of people who had died, 247 live animal rescues or captures and 234 false alarms.

Out of the total rescue interventions, medical care was given in 1,637 cases and our medical teams carried out 570 transfers to hospitals. The remaining transfers during these interventions were done by the SEM.

There was a very even spread of rescues throughout the week, with Wednesdays being the quietest day (13.49%), while Sundays were when the highest number of services were required, with 15.23% of rescues.

Rescue services in the city of Barcelona exceeded the response time commitment set out in the Service Charter by 6 points (to arrive in less than 10 minutes to 90% of emergency calls), arriving at 96.65% of calls within the 10 minute period, whilst the percentage figure for 2012 was 96.77%. In 76.77% of emergency rescue calls within the Barcelona municipal area, the response time was less than 5 minutes (78.71% in 2012).

1.2 EXTINGUISHING FIRES AND EXPLOSIONS



During 2013 we responded to 3,259 fires or explosions, a figure that represents 23.42% of the total number of services provided (1.02% less than 2012). In real terms, in 2013 we intervened in 346 fewer fires or explosions than in the previous year.

The number of fires fell compared to previous years. This fall is related to the reduction in fire-related incidents in streets and squares, with the number of building fires remaining steady. Twelve out of the total number of interventions were outside the municipal boundaries.

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Intervention services

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Of the 3,259 responses, 1,493 were in public streets and squares, a lower figure than the 1,874 reported in 2012. A total of 1,559 building fires were extinguished, 1,156 of which started in homes, representing 35.47% of fire extinguishing operations.

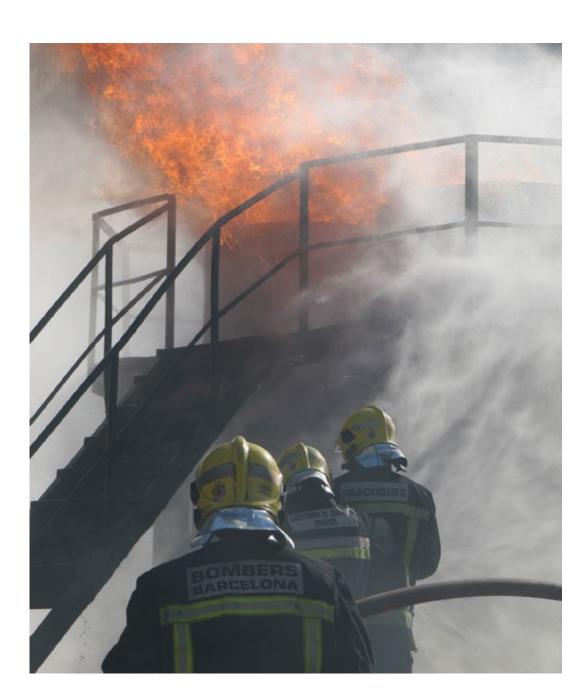
We intervened in 54 forest fires, compared to 79 in 2012, a fall of 31.65%. This type of intervention made up 1.66% of firefighting services.

An analysis of the firefighting services with regard to the days of the week gives us the following data: Tuesdays (with 11.23%) were the quietest days, while Sundays (with 16.29%) were the days with the greatest number of fire service calls.

Intervention services

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Fire service distribution:

45.41% of fire services were performed during the day.

54.59% of fire services were performed during the night, from 8 pm to 8 am.

In 97.88% of fire call-outs, the fire service arrived at the fire in less than 10 minutes, compared to 97.06% in 2012. The Service Charter commitment is to arrive in less than 10 minutes in 90% of cases. In 81.74% of cases our arrival time was under 5 minutes (compared to 79.67% in 2012).

During 2013, the average arrival time for emergencies (fires/explosions and emergency rescues) was 3 minutes and 43 seconds, compared to 3 minutes and 40 seconds in 2012.



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Intervention services

2013 Management report

1.3 TECHNICAL ASSISTANCE

Firefighters perform a large number of very varied "non-emergency" services for the public that are classed as technical assistance.

In 2013, 3,580 operational technical assistance services were performed (more than the 3,204 performed in 2012) which represents 25.72% of all interventions.

In 65.87% of cases the technical assistance was provided during the day and in 34.13% during the night.



Intervention services

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1.4 ENVIRONMENTAL INSPECTION AND MONITORING SERVICES: OPERATIONAL PREVENTION

Under the generic name of Operational Prevention, we measure every action that gives us a better knowledge of our intervention environment, including roads, access points, buildings and special features. We also include environment monitoring services and activities as a preventative measure. In both cases, these lead to an increase in efficiency and in our own safety.

We performed 1,799 environmental knowledge and monitoring services in 2013, which represents 12.93% of all services (1.85% fewer than in 2012). In absolute terms, we performed 381 more environmental knowledge and monitoring services in 2013 than in the previous year.

Of these services and monitoring activities, 90.38% were performed during the day and 9.62% at night.



Main services

Main services

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10 FLATS AND TWO GROUND FLOOR COMMERCIAL PREMISES AFFECTED BY A FIRE IN **CARRER BOTELLA**

When the firefighters arrived at the block of flats in Carrer Botella where fire had broken out on 7 February, they saw a large column of smoke billowing out of the central part of the building. Once they were able to get into the inner courtyard, they found that fire had broken out in the outer passageways on practically all floors.

To extinguish the fires they had to use three 25 mm hoses. Firefighters found that eight residents had taken refuge on the roof terrace as a precautionary measure, so a leading firefighter climbed up to help them until it was considered safe to evacuate them. The Fire Service Medical Team and the SEM provided medical attention to seven people for smoke inhalation, three of whom had to be taken to hospital. Once the fire had been put out, the firefighters inspected all the flats. They found no structural damage to the building, but 10 of the 11 flats in the block were affected. Of the ground floor premis-



es, one was not affected inside but embers and debris from the fire had fallen into the courtyard. The other premises, a music bar, sustained damage to a soundproofed concert venue at the back of the premises. When the firefighters went inside, they found the room was full of smoke from behind the soundproofing panels, which had to be removed to pinpoint the hotspot and extinguish it.

A GAS CONFLAGRATION DEMOLISHED THE FRONT WALL OF A FLAT



A home on the fifth floor of a building in Carrer Piquer was practically destroyed after a gas explosion on 5 May. The exact causes of the conflagration are not known, but it was triggered by a build-up of insecticide spray vapours that were trapped between the false ceiling and the terrace surfacing.

The SPEIS had to evacuate the entire block and remove the rubble by hand in the affected flat and in all the areas at risk of collapsing. Rubble clearing and underpinning work took more than nine hours.

RELEASING A VEHICLE PASSENGER ON AVINGUDA D'ESPLUGUES

On 10 May, the Centre de Gestió d'Emergències (Emergency Management Centre) alerted the fire service to a road traffic accident (RTA) involving someone trapped inside a vehicle. When firefighters arrived at the scene of the accident, they found that two vehicles had collided. The front passenger in one vehicle was trapped but conscious. The person was released by removing the seat so they could be removed through the boot door. The three occupants of both vehicles were taken to hospital by the SEM in two ambulances.



FLAT FIRES

On 19 May, fire broke out in the diningroom of a flat in Carrer Joan Blanques, spreading through the inner courtyard and affecting the outside passageways of an adjoining building in Carrer Bruniquer. Firefighters had to employ two fire extinguishing systems, one for each affected building, and once the fire had been put out they had to underpin the flat that had been directly affected. The SPEIS team organised a human chain to help residents remove basic possessions from their homes, before they received attention from Social Services. On 31 July, firefighters were called out again to tackle a fire in a flat in Carrer Saragossa. On this occasion, when the firefighters arrived they saw black smoke coming from the inner courtyard and many residents on their balconies, but at first it was impossible to find out which flat was on fire. Their priority was to rescue residents, so three fully equipped teams were formed. The occupant of the affected flat, one of the mezzanine flats that was completely burnt out, was later found in the street and she confirmed that no-one else was at home.



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Main services

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Main services

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Barcelona Fire Service

THREE PEOPLE INJURED WHEN A HYBRID TAXI EXPLODED

A hybrid Toyota Prius running on LPG exploded in the street inflicting first-degree burns to the driver's hands and face.

The vehicle explosion happened at midday on **6 November**, injuring three people. Apart from the taxi driver, both occupants of a car travelling behind the taxi were hurt in the blast. The shock wave shattered the windscreens of at least three vehicles as well as the glass doors in two building entrances close to the incident. Three SPEIS teams were sent to the scene on Via Júlia, in addition to the Guàrdia Urbana (Municipal Police), the Mossos d'Esquadra (Catalan Police) and the SEM, which took the

injured to Vall d'Hebron Hospital, where they were discharged a few hours later.

The taxi had been modified to run on LPG (liquefied petroleum gas) two weeks before the explosion. Before this incident, no similar situations had been reported with this type of fuel.

The City Council recently confirmed its support for LPG, or autogas, by signing an agreement to instal two new autogas service stations in Barcelona by 2015.

Barcelona has around 1,500 hybrid vehicles on its streets, 150 of which are adapted to run on LPG.



FIRE AT A CLINIC

An individual alerted the emergency services to a fire on the second floor of Secretari Coloma Clinic on **21 September**. On arrival at the scene, firefighters found a great deal of smoke on that floor, which had already been evacuated by clinic staff.

After checking that the affected floor had been completely evacuated, the firefighters saw patients and staff going down the staircases, so they confined them to the upper floors so they would not be affected by the smoke. The fire, which broke out in a mattress in one of the rooms, appeared to have been started intentionally and resulted in the entire second floor being unusable.



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Barcelona Fire Service

3.3 HECTARES BURNT IN COLLSEROLA

Due to as yet unknown causes, fire broke out in Parc de Collserola on **5 December**, in the area bordered by Camí de Sant Cebrià, the southern stretch of Carretera de l'Arrabassada, Carrer Ceràmica and Carrer Saldes. In addition to firefighters from the Barcelona Fire Service, firefighting teams from the Generalitat Fire Service and ADF also went to the scene. Firefighters used water from various supply tanks provided by the city cleaning service.

The total area of forest affected was 3.3 hectares, three times the size of the forest area affected by fires in the summer. Putting the fire out was made particularly difficult by strong gusts of wind fanning the flames and the time at which the fire broke out, gone six in the evening, when it was already dusk. This fire was the counterpoint to the promising figures in the summer forest campaign.



Barcelona Fire Service

Interventions by fire station: number of call-outs * and day/night spread

Fire station	Total	% of total	Day	% of fire station	Night	% of fire station
Vall d'Hebron	2,198	12.95	1,375	62.56	823	37.44
Llevant	3,472	20.45	2,108	60.71	1,364	39.29
l'Eixample	4,967	29.26	3,018	60.76	1,949	39.24
Zona Franca	612	3.60	406	66.34	206	33.66
Sant Andreu	2,802	16.50	1,738	62.03	1,064	37.97
Vallvidrera	160	0.94	154	96.25	6	3.75
Montjuïc	2,767	16.30	1,864	67.37	903	32.63
Total call-outs	16,978	100.00	10,663	62.80	6,315	37.20

^{*} A service may generate call-outs from different fire stations

Intervention services

Туре	Services
Fires and explosions	3,259
Rescues (including 1,637 cases of medical attention)	3,908
Technical assistance	3,580
Operational prevention*	1,799
No action	1,372
Total	13,918

^{*}Monitoring, practice call-outs, etc.

Prevention services

Туре	Services
Technical assessments	2,674
Activity reports, works and events planning	839
Prevention inspections	285
Emergency plans assessed	31
Attendance at practice drills	6
Total	3,835

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Main services

2013 Management report

Barcelona Fire Service

2.1 FIRES AND EXPLOSIONS

Number of fires according to time of day

Time period	Services
from 0 to 4 a.m.	600
from 4 to 8 a.m.	363
from 8 a.m. to 12	323
from 12 to 4 p.m.	573
from 4 to 8 p.m.	584
from 8 p.m. to midnight	816
Total	3,259

Barcelona Fire Service

Response time	Services	Accumulated	% accumulated
from 0 to 5 minutes	2,664	2,664	81.74
from 5 to 10 minutes	526	3,190	97.88
more than 10 minutes	69		
Total	3,259		

Duration of extinguishing work

Extinguishing time	Services	Accumulated	% accumulated
from 0 to 15 minutes	1,195	1,195	36.67
from 15 to 30 minutes	1,093	2,288	70.21
from 30 to 45 minutes	463	2,751	84.41
more than 45 minutes	508		
Total	3,259		

Places where fires have broken out

Place	Subtotal		1	Total
	Services	%	Services	%
Buildings			1,559	47.84
Housing	1,156	35.47		
Public residential	39	1.20		
Administrative	58	1.78		
Medical	16	0.49		
Bars, restaurants and meeting venues	110	3.38		
Educational	21	0.64		
Commercial buildings	102	3.13		
Garages and car parks	57	1.75		
Streets and squares			1,493	45.81
Vehicles	141	4.33		
Rubbish bins	754	23.14		
Other	598	18.35		
Misc			207	6.35
Construction sites	16	0.49		
Industrial sites and warehouses	58	1.78		
Railway facilities	11	0.34		
Building plots	63	1.93		
Woodland	54	1.66		
Beaches, jetties, sea, rivers and lakes	5	0.15		
Total			3,259	100.00

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Barcelona Fire Service

Number of fire or explosion call-outs by districts

District	Services	%
Ciutat Vella	281	8.65
l'Eixample	676	20.82
Sants-Montjuïc	385	11.86
les Corts	156	4.80
Sarrià - Sant Gervasi	263	8.10
Gràcia	197	6.07
Horta-Guinardó	231	7.11
Nou Barris	294	9.06
Sant Andreu	261	8.04
Sant Martí	503	15.49
Total	3,247	100.00

^{* 12} call-outs outside the municipal area

2.2 RESCUES

Number of rescues according to time of day

Time period	Services
from 0 to 4 a.m.	452
from 4 to 8 a.m.	295
from 8 a.m. to 12 p.m.	770
from 12 to 4 p.m.	821
from 4 to 8 p.m.	813
from 8 p.m. to midnight	757
Total	3,908

61.51% of rescue operations were carried out during the day and 38.49% during the night, compared to 60.32% and 39.68% respectively in 2012.

Response times to rescue incidents

Response time	Services	Accumulated	% accumulated
from 0 to 5 minutes	3,000	3,000	76.77
from 5 to 10 minutes	777	3,777	96.65
more than 10 minutes	131		
Total	3,908		

Fire Service

Types of rescue operations

Type of rescue	Services	%
Aid and assistance to people	2,326	59.52
Rescue from lifts	1,066	27.27
Rescue of people who have died	35	0.90
Live animal rescue and capture	247	6.32
False alarm	234	5.99
Total	3,908	100.00

282 non-emergency rescues were carried out in 2013 (rescues of bodies and live animals).

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Main services

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Main services

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Barcelona Fire Service

Number of rescue call-outs by district

District	Services	%
Ciutat Vella	414	10.60
l'Eixample	842	21.55
Sants-Montjuïc	480	12.29
les Corts	176	4.50
Sarrià - Sant Gervasi	334	8.55
Gràcia	227	5.81
Horta-Guinardó	313	8.01
Nou Barris	355	9.09
Sant Andreu	251	6.42
Sant Martí	515	13.18
Total	3,907	100,00

^{* 1} call-out outside the municipal area

2.3 TECHNICAL ASSISTANCE

Number of technical assistance call-outs according to time of day

Time period	Services
from 0 to 4 a.m.	366
from 4 to 8 a.m.	269
from 8 a.m. to 12 p.m.	699
from 12 to 4 p.m.	816
from 4 to 8 p.m.	843
from 8 p.m. to midnight	587
Total	3,580

Types of technical assistance

Туре	Services	%
Disconnecting alarms	132	3.69
Building inspections and checks	411	11.48
Making buildings safe	394	11.01
Underpinning	16	0.45
Vehicle removal	56	1.56
Collaborating with institutions	158	4.41
Electricity supply and lighting	116	3.24
Heavy rain or water leakages	954	26.65
Strengthening, removing objects and trees	708	19.78
Climbing call-outs	8	0.22
Inspecting and checking products	231	6.45
Gas leaks	201	5.62
Liquid spillages	27	0.75
Road and pavement cleaning	13	0.36
False alarm	155	4.33
Total	3,580	100.00

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Main services

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Places where technical assistance has been provided

Place		Subtotal		Total
	Number	%	Number	%
Buildings			2,603	72.71
Housing	2,140	59.78		
Public residential	39	1.09		
Administrative	71	1.98		
Medical	19	0.53		
Bars, restaurants and meeting venues	79	2.21		
Educational	38	1.06		
Commercial buildings	148	4.13		
Garages and car parks	69	1.93		
Streets and squares	839	23.44	839	23.44
Misc			138	3.85
Construction sites	18	0.50		
Industrial sites and warehouses	32	0.89		
Railway facilities	7	0.20		
Building plots	32	0.89		
Woodland	9	0.25		
Beaches, jetties, sea, rivers and lakes	40	1.12		
Total			3,580	100.00

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Main services

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Number of technical assistance call-outs by district

District	Services	%
Ciutat Vella	412	11.62
l'Eixample	660	18.62
Sants-Montjuïc	466	13.15
les Corts	151	4.26
Sarrià - Sant Gervasi	343	9.68
Gràcia	306	8.63
Horta-Guinardó	298	8.41
Nou Barris	271	7.64
Sant Andreu	232	6.54
Sant Martí	406	11.45
Total	3,545	100,00

^{* 35} call-outs outside the municipal area

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Main services

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Working from prevention

3. WORKING FROM PREVENTION

3.1 CIVIL PROTECTION AND PREVENTION



Civil Protection and Prevention play a fundamental role in managing the safety of everyone living in our municipal area. The Barcelona Fire Service has always taken a global view of emergencies, ensuring that factors like emer-

gency planning are properly integrated into the specific requirements of the Fire Prevention regulatory framework when examining works and events projects, as well as activities involved in Fire Service interventions, to resolve situations in which people may be at risk.

Achieving reasonable levels of safety in Fire Prevention is possible if we approach Fire Safety as the result of a whole series of actions involving the monitoring and control of risk scenarios, starting at the project planning stage and ensuring continuity throughout the implementation of activities in our municipality.

The technical staff in the Civil Protection and Prevention Division have a wealth of experience in interpreting the specific legal framework for fires and their specialist expertise is renowned both within and outside the municipal area. Their job goes beyond administrative procedures involved in issuing all kinds of licences, as they work in defining the safety parameters for the city's major infrastructures, providing advice to technical project planners and district technical staff.

The complexity of current legal fire protection requirements and the difficulties involved in interpreting them have prompted us to produce a series of explanatory leaflets that are available for anyone to download from our website. Both professionals and citizens have access to 26 explanatory leaflets for different sections of the Technical Code and the Regulatory Conditions for Fire Protection.

The Committee for the Interpretation of Fire Safety Regulations (Taula d'Interpretació de Normativa de Seguretat Contra Incendis, TINSCI), comprises representatives from four professional associations (Surveyors, Architects, Engineers and Technical Engineers) together with the Generalitat Fire Service and the Barcelona Fire Service. The outcome of this legal framework interpretation work can be seen in the 14 TINSCI documents containing criteria for Fire Prevention issues, covering aspects such as fire resistance, installations, etc.



Working from prevention

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3.2 CIVIL PROTECTION PLANNING

Barcelona has a fully developed civil protection plan that complies with all current legislative requirements.

The core part of the plan includes 7 Action Plans for Municipal Emergencies (PAEMs), 7 Plans for Specific Emergencies (PEEMs) and the Basic Municipal Emergency Plan, which includes a number of action protocols covering issues such as heatwaves, cold snaps and gale force winds.

3.3 SERVICES AND ACTIONS IN THE AREAS OF REGULATION AND PREVENTION UNDERTAKEN IN 2013

Advice	2,674
■ Visits arranged	895
■ Telephone queries	1,779
Reports for activity, works and events planning	839
 Project planning reports Projects reported to the Environmental Committee 	535
(Ponència Ambiental) Reports for events: concerts, street fireworks ("correfocs"),	190
firework displays, pyrotechnics, etc.	114
Prevention inspections	285
 Inspections of pyrotechnic and bonfire projects Preliminary controls supervised by the Environmental 	117
Committee (Ponència Ambiental) Inspections at the request of the Operations Division,the Municipal Administration (Districts, Management	141
Departments, irregular habitation plan, etc.) and the Generalitat Administration	27
Emergency plans assessed	31
Attendance at practice drills	6
Prevention awareness-raising	1,377

Number of people from various community groups: schools, senior citizens' centres, communities and residents' associations, etc. who have taken part in prevention awareness-raising events





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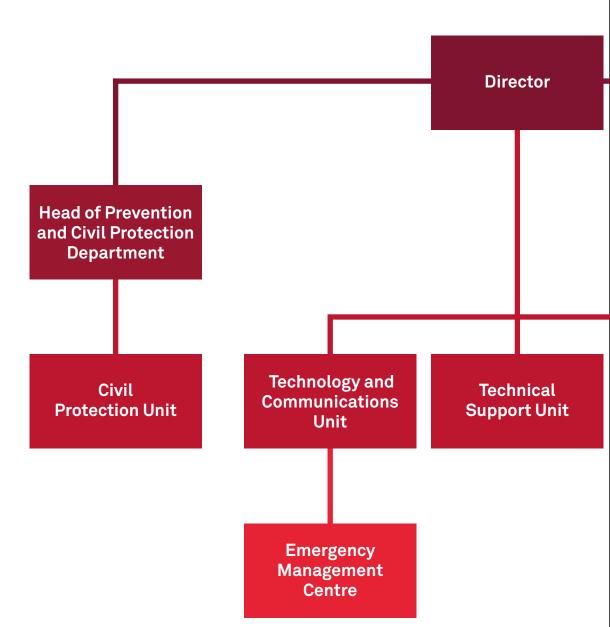
Working from prevention 2013 Management report



4 Our people

4. OUR PEOPLE

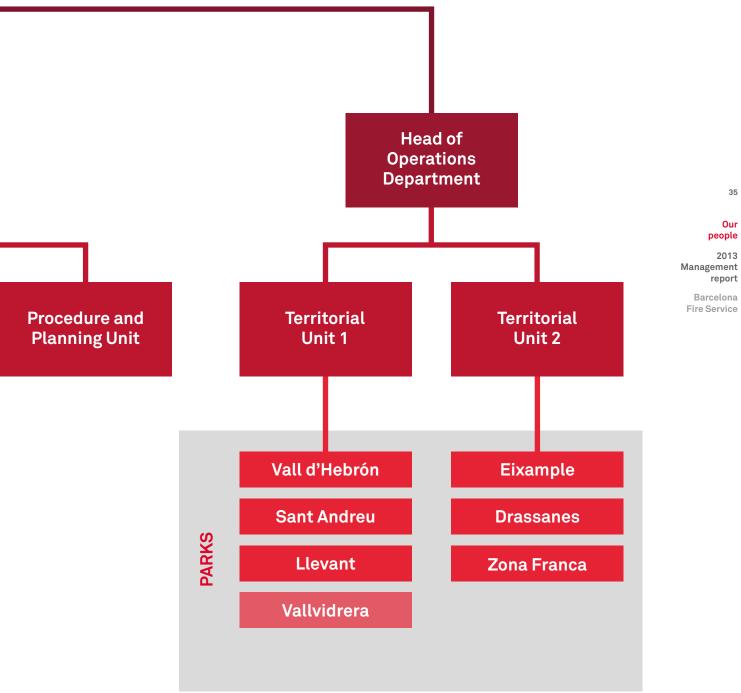
4.1 ORGANISATION CHART



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Our people

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SPEIS staff

Staff	
Operations staff	618
Non-operations staff	14
Total	632

Distribution according to professional categories

Operations staff	
Senior staff	6
Middle-rank staff	16
Medical Staff	15
Sub-officers	13
Sergeants	29
Corporals	66
Firefighters	473
Total	618

Non-operations staff	
Senior staff	3
Middle-rank staff	0
Managers	1
Assistant Technicians	1
Administrators	6
Administrative Assistants	3
Total	14

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Our people

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	Total	Operations staff	Non-operations staff
Management	18	16	2
Operations Division	595	592	3
Civil Protection and Prevention Division	18	9	9
Others*	1	1	
Total	632	618	14

^{*} There is 1 operations professional who works in the Logistics and Infrastructures Department.

Distribution by gender

	Men	%	Women	%
Operations staff	604	97.73	14	2.27
Non-operations staff	7	50.00	7	50.00
Total (632)	611	96.67	21	3.33

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Distribution by age

In years	Operations staff	%	Non-operations staff	%
From 20-24	1	0.16	0	0.00
From 25-29	17	2.75	0	0.00
From 30-34	115	18.61	0	0.00
From 35-39	174	28.15	0	0.00
From 40-44	38	6.15	1	13.34
From 45-49	37	5.99	2	6.66
From 50 i 54	62	10.03	4	33.33
From 55 i 59	158	25.57	3	33.33
60 and over	16	2.59	4	13.34
Total	618	100.00	14	100.00
Average age		44.04		55

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Barcelona Fire Service

4.2 TRAINING

Training and professional promotion are organisational development tools that enable people to adapt to new internal and external demands in order to achieve aims and objectives.

With this in mind, the goal of Professional Development is to help manage change by means of actions aimed at improving employees' technical competence (knowledge) and transversal competence (skills and attitudes), thereby increasing their efficiency and effectiveness in the tasks required of them in the workplace and to the satisfaction of the local community. To do this, SPEIS employs 73 in-house trainers, outside experts and specialist companies.

Training priorities for 2013 were:

- Improving skills and unifying criteria, tools and procedures in order to be more efficient
- Familiarisation with the new intervention tools being acquired by the service for greater effectiveness and to safeguard employees from risk.
- Updating skills and standardising the command working systems.

Ongoing training

17 training actions were held, spread over 249 events and 2016 attendees. The content studied in the categories of firefighters, corporals and sergeants included installations, medical self-protection, fire extinguishing and hazardous materials. Every employee on the executive scale dedicated 24 working hours, spread over three sessions, for training purposes.



Specific training

Specific training involving 36 training actions, 171 events and 1921 attendees, was aimed at providing training in various areas following a needs analysis. The spread was as follows:

Areas	Number of training actions	Number of events	Hours	Number of attendees
Construction	2	2	49	16
Freeing trapped people	4	46	154	638
Extinguishing	2	5	79	34
Facilities	2	2	48	28
Urban rescue	3	4	60	63
Chemical risk	3	4	126	26
Medical	5	11	128	81
Vehicles	7	56	216	643
Other	6	35	116	295
Basic training for firefighters	1	1	700	27
Training for commanders	1	3	84	24
Training the trainers	1	3	90	73

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Our people

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Our people

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Barcelona Fire Service

Highlights:

- The Basic Firefighting Training Course undertaken by 27 new recruits is part of the Prevention, Firefighting and Rescue Technician qualification in the Medium Grade Vocational Training syllabus. This promotion was the first to undertake their training (700 hours) in compliance with this official qualification.
- The content and methodology of the specific SPEIS training course was adapted to comply with the Prevention, Firefighting and Rescue Technician qualification. As far as possible, for courses related to subjects in the qualification, the Firefighters' and Civil Protection School have collaborated to ensure that their training is recognised as training units. This means that training delivered by SPEIS is being recognised in the same way as official company training courses.
- Another important training action was undertaken by commanders with ENSOSP, enabling them to learn new and more efficient ways and methods of managing and dealing with interventions, especially in the field of major fires.
- Lastly, training actions were carried out at fire stations, concentrating on the new tools being acquired by the Fire Service.



4.3 PREVENTION, HEALTH AND SAFETY

The following actions were carried out in 2013:

- a) Vaccination campaigns for flu, tetanus and hepatitis B.
- b) Medical check-ups.
- c) Mental health (PRE-B)

Programme of prevention, support and specific psychological care for SPEIS staff, set up in 2006. This programme also includes the psycho-technical assessment for selecting new recruits, training courses for new firefighters and ongoing training on healthy habits for firefighters.

The programme is run in collaboration with the Psychiatric Service at Hospital del Mar and appointments take place at Centre Fòrum.

d) Readaptation to the workplace

Readaptation consists of changes to the workplace that can be made for people who are temporarily unable to work for a period of time (on sick leave) and is intended to enable them to reacquaint themselves as quickly as possible with their normal operational tasks, thereby reducing workplace absenteeism and improving people's working conditions in accordance with their limitations. This year 6 readaptations to the workplace were carried out at SPEIS.

7.1

Our people

2013 Management report

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