



SUTTLE STANDARD

Q3 2024

Raising the standards in safety,
health, environment and quality |
To contribute please email
marketing@suttles.co.uk

July, August, September
Date of issue: 30th October 2024



QUALITY
MANAGEMENT



ENVIRONMENTAL
MANAGEMENT



HEALTH
& SAFETY
MANAGEMENT

FREE



ALSO IN THIS ISSUE...

Community Fund Update
Where Have We Been Recently?
Meet our New Starters!
Our First Degree Apprentice
New Plant Investment
Save the Date
Network Rail Update
Mental Health Focus

Quarry Extension Update





In our last issue we told you about the upcoming works that were going to be taking place at Swanworth Quarry in order to get the extension open and operational. Well, these works are now underway and powering on!

WHAT'S CHANGED?

The extension area to the north side of the combe has now been fully excavated, which allowed Suttle Projects, who are carrying out the work, to create a platform from which they installed the piles for the first stages in creating the bridge abutments.

Suttle Projects installed 12 rotary bored piles, 6 per abutment, with an abutment on each side of the combe. Each pile has full depth reinforced steel cages.

All of these piles have now been completed. To carry out these works we used our Soilmec R210 as well as a 70t lattice crane to assist with lifting the casings and steel reinforced cages.

Now the piles are in place the formwork for the abutments is in progress, this work is being carried out by Blanchard Wells with whom we have collaborated with on many projects.

STRAIGHT FORWARD THEN?

Always ready to overcome any obstacles, this stage of the project did reveal one challenge to overcome. Having already carried out ground investigation works with bore holes to define the depth at which we would come across rock, once we started piling we encountered the rock at a much higher level than expected. This meant that we could not get past this level with the equipment we were currently using. The team found a solution in sourcing a 'rock core barrel' that fits onto the piling rig for the sole purpose of coring through hard rock. This worked successfully and allowed us to get down to our pile design level without too much disruption.



ENGINEERS UPDATE

"We are currently constructing the reinforced concrete abutments which will support the new steel bridge deck. Each abutment comprises a base slab which ties together the reinforcement of the piles, and the front and side walls of the abutment. The abutment walls on each side of the combe are 5m and 5.8m tall, which will provide a generous clear height below the bridge deck, as well as enabling a level access road between the extension and the existing quarry site. Once progress with the abutments is sufficiently advanced, we hope to begin to clad the abutments using Gabion Baskets, which will be filled using our own Purbeck-Portland Gabion Stone. We will also reinstate the ground either side of the abutments. We are also working on the design for timber cladding which will provide visual and acoustic screening to minimise the impact of quarrying operations on the bridleway."

-TIM BUTTERFIELD



A MESSAGE FROM OUR SALES DIRECTOR

"I'm eagerly anticipating the completion of the bridge at Swanworth. This extension shall enhance the company's ability to maintain long-term customer relationships by ensuring consistent product availability. There's no hiding that the past couple of years have been hard from a sales perspective when we haven't had large volumes of our own material to sell. Through the tireless work of others gaining planning consent for the extension, it leaves the Sales team relishing the chance to fire Swanworth Quarry back up to the annual tonnages we used to experience year in year out."

-DAVE PENNEY



NEW FACES



We've had lots of new starters so far in 2024 across all aspects of Suttles, familiarise yourself with them here and make sure to say hi if you see them around!



Lewis Rodd
Quarry Operative
Suttle Stone Quarries



Ashik Kalyan
Engineer
Suttle Projects



Mohamed Hassan
Undergraduate Engineer
Suttle Stone Projects



Jakub Plona
Undergraduate Engineer
Suttle Projects



Oscar Lander
Operative
Suttle Projects



Sam Coughlan
Quantity Surveyor
Suttle Projects



Olivia Harris
Civil Engineering
Degree Apprentice
Suttle Projects



Rositsa Koleva
QS Degree Apprentice
Suttle Projects



Tom Osborne
Engineer
Suttle Projects

Of course we must point out that Tom Osborne, although technically a 'new starter' is in fact re-joining us in a full-time role having spent his placement year with us and since graduating from the University of Bath. He will mainly be focussed on the Network Rail Framework.





OUR FIRST DEGREE APPRENTICE

OVER THE NEXT FEW ISSUES WE WILL BE TALKING TO EACH OF OUR UNDERGRADUATES AND APPRENTICES, TO START THINGS OFF...

MEET OLIVIA HARRIS

Here at Suttles we have long fostered an environment for learning and progression. Over the last few years we have taken many civil engineering placement students through our ICE accredited training scheme, many of which have come back to us having completed their degrees to join us as graduate engineers.

We have also taken on apprentices in areas such as mechanics and human resources. This however will be the first time we have taken on a degree apprentice who will be with us for the next 5 years, spending 4 days in the office (& on site!) and one day a week at University.

WE TOOK THE OPPORTUNITY TO ASK OLIVIA SOME QUESTIONS ABOUT HER DEGREE APPRENTICESHIP AND WHAT LEAD HER HERE.

WHAT MADE YOU CONSIDER A DEGREE APPRENTICESHIP OVER A 'CONVENTIONAL' DEGREE?

Personally, I didn't want to do full time University because I wanted to start working and earning money therefore, an apprenticeship was perfect for this because it is enabling me to get a degree alongside working full time. Not only that but being able to gain real life experiences and relate my university work to real life examples is helping me deepen my understanding of Civil Engineering and construction in general.

CAN YOU TELL ME WHAT INTERESTED YOU TO PURSUE CIVIL ENGINEERING AS A CAREER?

I first encountered Civil Engineering at a careers fair, which I attended a speech about construction. I spoke with a female Civil Engineer who inspired me to go into construction and pursue it as my career. I then completed a week of work experience shadowing this woman, which I thoroughly enjoyed the variety and site work! In that week I visited many sites and was even shown how to use some surveying equipment. I then attended the next careers fair when I introduced myself to Suttles and was immediately enthusiastic about the opportunities this was going to give me.

WHAT INTERESTS YOU MOST ABOUT CIVIL ENGINEERING?

What interests me most about civil engineering is all the planning and design that goes into each project, having to problem solve complicated problems. It isn't going to be easy which is why it motivates me so much because it gives me a challenge, something to work for and be proud of. Also, I love being on site and being a part of the atmosphere, being able to see the progress of projects knowing that I will (once fully qualified) know how to plan and design these fascinates me.

HOW HAS YOUR EXPERIENCE BEEN SO FAR IN YOUR APPRENTICESHIP?

My experience so far in my apprenticeship has been great. I have been getting to know how the company runs, how to use all the systems and most importantly getting to know all of the lovely staff. Everyone has been very welcoming, especially since I am very new in the construction industry. I have visited a few sites including Swanworth Quarry and the depot near tower park which gave me a deeper understanding of how the company is growing and becoming more sustainable.

HOW DO YOU FEEL ABOUT BEING A WOMAN IN QUITE A MALE DOMINATED INDUSTRY?

Being a female in a male dominated industry never made me question whether I was right for this job, if anything it encourages me to be the best I can be! I feel welcomed and supported at both work and at university which didn't even make me think twice about it all being fairly male dominated. Suttles are encouraging more females to become a part of the construction industry, which I am proud to be a part of and am now able to inspire more women into the industry.

WHAT ARE YOUR CAREER ASPIRATIONS ONCE YOU COMPLETE YOUR APPRENTICESHIP?

Currently I haven't given it too much thought as to what I would like to accomplish next because a 5-year course is a long time to think about it. However, if I had to choose now, I would definitely try and progress as a Civil Engineer and gain experience on various projects. In the future I would love to look into becoming a fully trained chartered civil engineer and be able to inspire the next generation of engineers.

WHAT ADVICE WOULD YOU GIVE TO OTHER YOUNG WOMEN CONSIDERING A CAREER IN ENGINEERING?

Just go for it. Life is too short to worry about who you're working with. The construction industry is filled with both males and females, younger people and older people, you will be working with various abilities and skills which will actually expand your capabilities and knowledge from gaining different perspectives.



FROM OPERATIVE TO HGV DRIVER



Max Brown joined Suttles in January 2023 as a general operative with the aspiration of driving a lorry. This time last year, we put him through his HGV license, which he passed first time, a fantastic achievement!

He has spent the year since gaining experience on our fleet of tipper lorries, delivering materials to domestic customers, as well as larger sites.

He is now the proud driver of our brand new Suttle Projects beaver tail! Essential in transporting equipment nationwide to our civil engineering and piling sites.



Whatever's on your mind, from stress to social distancing, you can turn to us for confidential support.

24/7 help is just a call or click away

0800 269 616

1800 650 138 (ROI)

Calls may be recorded and to maintain the quality of our service we may monitor some calls, always respecting the confidentiality of the call.

bupa.com/CBT PIN BupaHM

bupa.co.uk/eaponline for self-help tools

For your wellbeing.

Bupa Employee Assistance Programme is provided by Bupa Occupational Health Limited. Registered in England and Wales No. 6313336. Registered office: 1 Angel Court, London EC2R 7JH



NEWS

WHAT ELSE HAS BEEN GOING ON AT SUTTLES OVER THE LAST QUARTER?

WEDDING NEWS

We want to express huge congratulations to John Harley and Chloe Harley (nee Walker) on their marriage!

They were married by John's older sister in a beautiful ceremony in London on 14th September surrounded by family and friends.

NEW ADDITIONS

There have also been three new additions! Congratulations to Henry Stokes, Liam Artingstall, Casey Furnival and their partners!



MR & MRS HARLEY



HOLLY ROSE STOKES

7.9lbs
9/8/2024



*ASHER DAVID LESLIE
ARTINGSTALL*

6 lbs
31/8/2024



FAITH FURNIVAL

16/9/2024

With her older sister Gracie who was very happy to meet her!

LOOKING OUT FOR YOU

After taking part in a 2 day course Pat Gentleman and John McHugh are now qualified mental health first aiders.

Like traditional first aiders who provide immediate assistance for physical injuries, Mental Health First Aiders provide initial support, encouragement, and signposting to identify and access sources of professional help and other support.





RICARDO HAS BECOME CHARTERED!

Ricardo joined our ICE accredited training scheme with Joe Paine as his mentor and has been working hard at it ever since, now completing it and becoming chartered. Ricardo says:

"It was a great tool to guide my initial years of professional development with Suttles and gain experience

in different areas of the business. It's not always easy to complete regular reports to demonstrate my experience whilst doing a full time job but Joe was always passionate about this and gave me all the support I needed to reach this amazing milestone in my career of becoming a Chartered Engineer and Member of the ICE.



We understand the importance of supporting our local community and those within it. Whether it's donating materials, our time, or making a financial donation, we receive many requests for assistance and we look to support as many causes as we can!

As well as our ongoing sponsorship of both a local football and rugby team, over the last quarter we have also made a donation of materials to a community project near one of our sites and supported a local cancer charity at a memorial event in Swanage.

TUMBLEDOWN FARM

Tumbledown Farm is a beautiful 27-acre former farm owned by Weymouth Town Council. They are developing the land into a community asset by producing and selling local fruit and veg, supporting people with volunteering and learning opportunities, and protecting our local environment for the benefit of the community. "Tumbledown is an inclusive greenspace where people come together to connect with nature and benefit from community-led growing, learning and well-being opportunities". Through our work on Weymouth North Quay Wall we pledged to donate 5 pallets of paving slabs that were left over from the project. Suttles Projects lorry driver Matt Geer delivered them to Tumbledown farm on the HIAB in September.



MUSIC BY THE SEA FOR HENRY SEARLE

'Music by the Sea' is a Swanage music festival, established in 2021 in memory of Henry Searle, a well known and popular musician from Swanage who tragically passed away from a brain tumour aged 25.

This year was the fourth year of 'Music by the Sea', organised by Henry's parents in his memory, he was a passionate music enthusiastic that played in many local bands, many of which play at the event. It is a great opportunity for everyone to come together to celebrate Henry's life and to raise money for the charities that helped him and his family. All monies raised went to Cancare, who over the last 35 years have helped many local people. We were thrilled to be able to sponsor the Cancare VIP tent with a luxury buffet to celebrate this fantastic milestone.



SAVE THE DATE

It's Christmas Party Time! We are holding this year's Christmas party on 21st December at AFC Bournemouth!

For those that haven't attended before, it is a sit-down 3 course dinner (drinks included!) followed by a disco and some other entertainment throughout the evening. Partners very welcome.

DID YOU KNOW 14TH - 20TH OCTOBER IS ANTI-SLAVERY WEEK

It is estimated that there are now 50 million people living in conditions of modern slavery. Global issues such as conflict, climate change and authoritarian regimes have increased risks, leaving people more vulnerable to exploitation.

Here at Suttles, we have a Modern Slavery & Human Trafficking Policy, which commits to ensure that there is no modern slavery or human trafficking in our business or supply chain. A copy of this is available in the Information section of Re-flow. It is also available for anyone to read on the sharepoint. We have a robust

process to check that our suppliers and subcontractors have the relevant policies and procedures in place too. We regularly audit our own processes to make sure we uphold our Zero-Tolerance approach, are paying fairly, and ensure those we employ have the right to work as part of our staff induction programme.

If anyone has concerns or would like to report a suspected instance of modern slavery, please contact Liam Byrnes in confidence. We are developing a process to report incidents such as these anonymously, and will update you once available.

WHERE HAVE WE BEEN?

OXFORD GAS WORKS

We were working alongside the River Thames to install 8 bottom drive piles on each side of the river, the purpose of the piles was to hold a jack up beam so that the bridge could be lifted in order for strengthening works to be carried out before the bridge was lowered back into place.

It was a tricky space to work in as the towpath was only 1.2m wide and there was only 2.3m of head room! We hired in a D600 bottom driven mini rig which fit the space and allowed us to complete the work.

During the excavation of the site, our team discovered bones under some concrete, this was reported to the police by the site team and works were stopped and cordoned off whilst forensics investigated. Fortunately they were not human and work was ok to continue. Although a minor disruption, because of the quick reactions of the team in contacting the police it was sorted quickly causing no delay.



ARNE MOORS

We were tasked with the creation of this culvert. In order to do this we constructed a temporary sheet pile cofferdam using our Komatsu PC490 with Movax SG65 attachment. The material within the cofferdam was then excavated down to formation level to allow our supply chain partners TTC to build the formwork for the concrete structure that would make up the culvert, this structure was made up of reinforced concrete wingwalls and headwalls.



We came across an unexpected challenge when excavating the material within the cofferdam. Once we had reached the formation level, ground water was rising up and flooding the working area. We could not progress to the next stage of the works, the formwork, until the working area was dry. In order to solve the problem our in-house design team designed some ground pressure relief wells which we then installed. These were positioned inside the perimeter of the cofferdam and were effective enough in draining away the water that we were able to get on with the formwork and complete the culvert.

HAMWORTHY SEAWALL

We have been working down in Hamworthy reinforcing the existing seawall by using formwork and pouring concrete. Our program of works include excavation of the footpath, preparation of the seawall, installation of formwork, re-bedding and tie in of the stones to the outlet wall, masonry repairs and reinstating the Tarmac footpath.



HENGISTBURY HEAD

We have been working at Hengistbury Head on the beach groynes replacement. Works have been ongoing here for the last couple of years to tackle coastal erosion, but this phase of the project included removing the old wooden groynes which had become damaged after years of battling against the sea, and installing new groynes to protect the coastline for years to come.



After being awarded a place in Lot 8 Minor Works Framework for CP7 and CP8 with Network Rail Southern Region we had to embark in a "100 day transition period" that consisted of aligning our standards with Network Rail. We have had regular meetings with a variety of Network Rail staff, including their commercial team, health and safety team, quality team and their delivery team. Now that the 100 day transition period came to an end, we have received a few remits that allows us to start work on site. Our first site will be at Ash Cutting, Guildford where we will be investigating the existing drainage system and make some improvements to an area that has suffered some flooding issues. So, from early November we will be completing some de-vegetation works, jetting and CCTV surveying to the existing track system. We will also be re-profiling a crest ditch, making improvements to 3 headwalls and to an existing culvert. Additionally, in the background we have started developing other schemes and we are aiming to be on site delivering the work in the coming weeks.

PURBECK STONE SIGNS

We touched on this in our last publication, if you remember we had done 3 huge signs for a housing development in Weymouth. Since then we have also created this Purbeck Stone sign for 'Falcon House' which is going to be embedded into a dry stone wall.

The entire process is done in-house with the stone quarried from our dimension stone quarry in Swanage, where it is then cut, lettered and hand-painted to finish. These smaller signs (below) will soon be available to order through our website!



OUR MANNING'S HEATH ROAD DEPOT IN NUMBERS

Over the past 3 months our Mannings Heath Road Depot has taken in over 23,000 tonnes of waste from various sites, brought in not only by our fleet of lorries but also tipped by our customers. Of this Waste, 61% has been processed and turned into Recycled Materials for supply to the local construction market and the other 29% has been

transported to Swanworth Quarry and used as infill material for the reinstatement of the existing Quarry area.

That means that 100% of the 23,000 tonnes of waste that was tipped has been recycled or recovered, whether that's as a new material or used to re-instate the quarry.



NEW INVESTMENT

IN THIS LAST QUARTER...

We have invested in a new piling rig, taken delivery of our new picking station and our new beaver tail lorry.

At the start of July we received our new Comacchio CH450 piling rig! We are one of a few piling contractors in the UK to have this innovative piling rig in their fleet. Special because it is capable of covering a wide range of processes including bored piling, CFA piling, micropiles and displacement piles.

The CH450 is the ideal solution for sites that require fast operating times, it is totally self-erecting and can be transported in one piece with the kelly mounted which makes set up on site fast and efficient! We couldn't wait to get this new rig on site and it was deployed to its first site; Firepool, a couple of days after its arrival.



PICKING STATION

In July we also received our new all-electric picking station to accompany our Omega crusher that we received at the start of the year.

Located at our Manning's Heath Road Depot, this new picking station is connected to and powered by the crusher.

We updated the crusher at the start of the year, upgrading from a model run by a hydraulic system to a new one powered by a highly efficient diesel-electric power pack which offers around a 50% fuel saving compared to our old model.

We chose this crusher and picking station combination with the intention of powering the picking station through the crusher, a far more environmentally friendly system overall compared to the older system, due to the fuel saving of the combined plant we have been able to secure green funding discount for the picking station.

The upgraded picking station roof is also a very welcome addition to the individual doing the picking!





SHE

SAFETY | HEALTH | ENVIRONMENT

MENTAL HEALTH

6 STRATEGIES TO IMPROVE YOUR ENERGY LEVEL AND MINDSET

We may all struggle to face the day on occasion. But if facing the day becomes a regular challenge, it can affect our happiness, productivity, energy, and make it more difficult to manage our relationships at work or at home. The suggestions below are

based on evidential research presented by Dr. John Briffa. The potential benefits of improving our energy level and overall mindset are immeasurable. Why not read the strategies below carefully, and see if trying some of them out could help you?

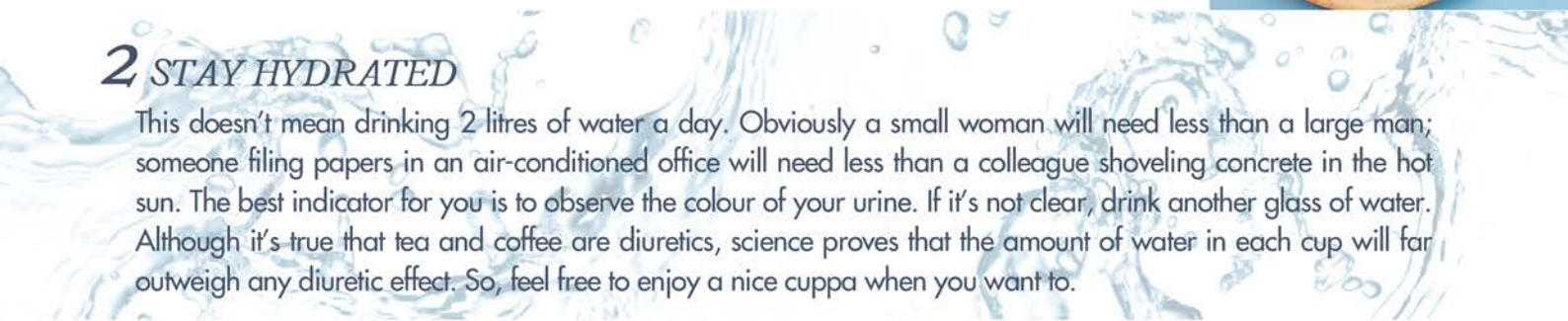
1 TIME RESTRICTED EATING (ALSO KNOWN AS INTERMITTENT FASTING)

This means limiting the times you eat to within an 8-12 hour window each day; fasting for the other 12-16 hours. you can do the majority of your fasting overnight, eating only between 12pm and 8pm. During your fasting hours you can still drink water and black coffee. Evidence suggests that this helps our cells coordinate our metabolism to support bodily functions. Benefits can include healthy weight loss (without reducing calorie intake), reduced fat mass, improved heart function, and increased aerobic capacity – in short, it can give us more energy to face the challenges of each day.



2 STAY HYDRATED

This doesn't mean drinking 2 litres of water a day. Obviously a small woman will need less than a large man; someone filing papers in an air-conditioned office will need less than a colleague shoveling concrete in the hot sun. The best indicator for you is to observe the colour of your urine. If it's not clear, drink another glass of water. Although it's true that tea and coffee are diuretics, science proves that the amount of water in each cup will far outweigh any diuretic effect. So, feel free to enjoy a nice cuppa when you want to.



3 GET ACTIVE

Exercise helps both mindset and energy levels. Exercise stimulates the blood supply to the brain, stimulating the BDNF (Brain Derived Neurotrophic Factor) which helps stimulate protein production, playing a key role in learning, memory, and the generation of new nerve cells. Exercise also enhances your mood, mental function, and creativity. If you don't enjoy exercising, you will definitely enjoy the benefits. It doesn't have to take long, even brief exercise is really beneficial. Dr. Briffa considers squats, planks, and press-ups to be essential, but suggests a total of just 2-5 minutes each morning could be enough. Long-term consistency certainly trumps short-term intensity.



4 GET ENOUGH SUNLIGHT

The sun produces melatonin during the day which helps us to sleep at night. It can be particularly difficult to get enough sunlight to produce the melatonin we need in winter, especially if we are working indoors all day. Do you struggle to sleep well? Aim for 15 - 20 min in the sun each day (depending on how overcast it is. Why not walk or cycle to work if that's possible (the earlier we get the sunlight the better), otherwise make it a goal to get outside at lunch, taking a short walk where it is safe.



5 TAKE A COLD SHOWER

This might be the hardest one for some of us! The science: there are two types of fat in our body – yellow and brown fat. Brown fat is often referred to as 'good fat'. When we are cold, brown fat turns food into body heat. Fascinating evidence shows that a 2 minute cold shower each morning directed to the large brown fat store in the middle of our upper back, stimulates our metabolism increasing the metabolic rate by up to 350%; in addition, dopamine production increases by up to 250%; and noradreniline production goes up by an incredible 530%. Moreover, a cold shower (even at the end of your hot shower), fosters mental resilience – great for both body and brain. If you have diabetes or suffer with a cardio-vascular disease please check with your GP first.



6 CULTIVATE A POSITIVE MINDSET

When we react badly to challenging events, we justify it by reasoning that we cannot help the way we think and feel. But what if we can? We can actively decide to see the positives in most situations. Our reaction to any event (specifically our attitude) is dependent on us. We all cope with some 'stress', often caused by unpredictable events that we cannot control. During these stressful events, it really helps to focus on the things we can control – such as our response. Emotions don't come from nowhere, they are dependent on our beliefs, interpretations, and perceptions. Is it possible then to intentionally shift negative responses by looking at things another way? Often it is. But how?

You could try to depersonalize a situation – perhaps imagining that it involves someone else, not us. What advice would we give them? This doesn't mean we should compare ourselves to other people, just that it helps to put things in perspective. Though challenging, all of us can practice cultivating a positive mindset. Wellbeing is linked to productivity, so the more positive you feel, the more you will be happy with what you get done well.

YOUR HEALTH & WELLBEING IS IN YOUR HANDS

If you are struggling with a serious mental health challenge, implementing the suggestions above aren't likely to solve them completely, please reach out for professional help through your GP, or via the BUPA Employee Assistance Programme we all have access to (details at the bottom of page 5).

However, the six suggestions above are based on scientific evidence, not just fads. If the problem is less serious, a general malaise, lack of energy, or discontentment with life, following the recommendations

can really make a difference. Losing weight, eating and drinking healthily, exercising more, and practising good sleep hygiene are all important & simply deciding to have a positive attitude can really benefit us too!

By making these slight lifestyle changes, evidence suggests you will have more energy, feel more content, be more productive, enjoy better relationships & realise greater success. Even if you cannot incorporate them all immediately, making any of the changes will help.

CLOSE CALLS

WHAT ARE THEY AND WHY ARE THEY IMPORTANT?

What is the difference between an accident, and a close call? Accidents generally cause a loss. The loss may be an injury or the cost of fixing something that was damaged for example. A close call is different. A close call refers to an event where there could have been a loss, but perhaps luckily on this occasion, there wasn't. The close call may include any unsafe action (such as using a chair to change a light bulb), or any unsafe condition (an extension lead trailing across a walkway for example) that this time didn't lead to more serious consequences; but the fact remains that it could have. By reporting close calls, we can interrogate our risk assessments or management procedures to learn lessons and cascade those lessons throughout the company. The more action we take in response to close calls, the less likely we are to have an accident at work.

REMEMBER, WE HAVE A 'NO BLAME' CULTURE AT SUTTLES.

Please continue to report any close call you see to support your site safety, and to proportionately reduce the chance of anyone being injured in accidents at any of our sites. If you don't know how to report using your Reflow app, please ask the SHE Department.

TOP CLOSE CALLS

- Water was found to be leaking close to electrical cables in the workshop.
- Lorry driver felt he had to climb over an unstable load to take dumpy bags off a lorry.
- Poor positioning by a banksman on site nearly resulted in an accident when the driver lost site of him.

Month	Total Number of Close Calls	Total Number of People Raising Close Calls
July	38	15
August	13	9
September	15	10

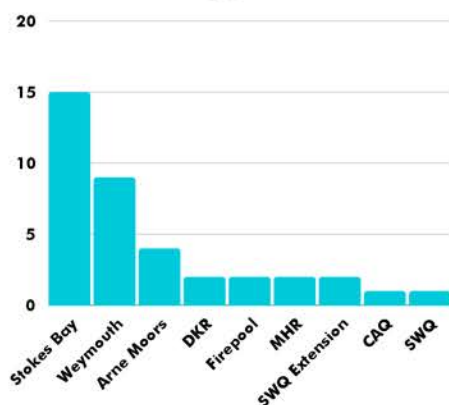
MOST CLOSE CALLS RECORDED

Our Manning's Heath Road depot has one the prize for the most close calls recorded this month. Well done!

TOTAL CLOSE CALLS AND NUMBER PER SITE:

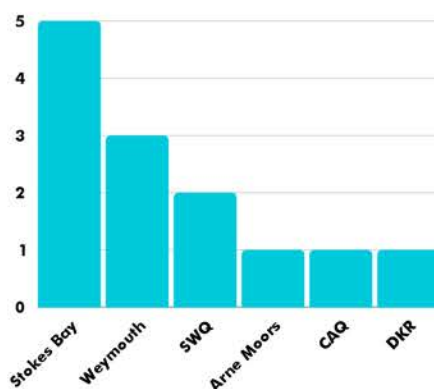
JULY

38



AUGUST

13



SEPTEMBER

15

