



**BII WORLD**  
Engage • Enlighten • Empower

# Advanced Shutdown, Turnaround & Outage Management

“Optimising your Turnaround Management Strategy to  
Exceed Safety, Quality, Time and Cost Targets”

19 - 21 June 2024

Amsterdam, Netherlands

[www.biiworld.com](http://www.biiworld.com)



## TRAINER'S PROFILE:

# Laurie Dummett

Global Consultant & Trainer, United Kingdom

Laurie is an award winning consultant and trainer with over 25 years experience in maintenance. He has worked across five continents, in a wide variety of environments from the world's largest oil refinery to a small bottling plant. Laurie has 10 years of maintenance management experience in the process industry, so brings a very practical approach to training. He moved into consulting with ABB Eutech as their global maintenance specialist where he led maintenance best practice panels, delivered a wide range of maintenance improvement projects and trained other consultants. Laurie founded his own consultancy, in 2002 to focus on maintenance improvement and best of the best methodologies. As part of this, he developed a range of maintenance "models of excellence" with inputs from authors, international lecturers and some of the world's leading consultants and operators. Laurie remains close to the industry and continues to help operating companies, testing and refining his maintenance models in the process. His work in maintenance improvement has been recognized as best-in-class winning prestigious awards such as the UK Chemicals Industry Association national award for Excellence in Engineering.

## Testimonials

"This course was outstanding." - Shell, Turnaround Manager

"Laurie kept the course moving and got his points over very well." - Total, Mechanical Engineer

"This was so much better than the standard training course with more discussion and involvement." - BP Operations Manager

"We should all go through the Carcharodon courses." - BP, Maintenance Improvement Leader

"There is a lot I need to change when I return to work!" - Sasol, lead engineer

"Clearly based on best practice, a very good course." - Total, Turnaround Manager

"This was an exercise that helped set us on the road to success with everyone leaving motivated as well as informed" - BP, Business Unit Leader

"I have learnt a new approach and look forward to putting this into practice." - Petronas, Contracts Manager

"It's not just the fact that Laurie is clearly at the front of his field that was important, it was the way he made it feel logical and kept us interested for the whole three days." - Petronas, Engineering team leader

"This course has been an eye opener. I now understand the challenges my maintenance colleagues face and also my team's role in helping maintenance succeed." - PDVSA, operations team leader

Laurie has helped many notable organisations achieve improved performance through training and consulting advice. These include:

Shell  
PDVSA  
Lyondell Basell Conoco  
Kuwait Oil Company  
Engen  
Sasol  
National Starch Matthew  
Clarke  
ICI  
Emery Oleochemicals  
Total  
Dow  
Technip  
Repsol

Saudi Aramco  
SABIC  
Natref  
Nippon Gohsei  
Bilfinger  
Saltend Chemicals Park  
Taunton Cider  
Sabah Shell  
Du Pont  
Petronas  
Neste Oil  
Petroplus  
Satorp  
Centrica

Petro SA  
Glaxo SmithKline  
European Commission  
Interserve  
FINA  
Aramco  
Global Technology Forum  
Pemex  
Brittish Sugar  
European Commission  
Coogee Energy  
Eastman Chemicals  
JX Niuppon O&G Sakhalin  
Energy

Vivergo Fuels  
Dulux Paints  
Petron  
Ineos Chemicals  
Rugby Cement  
Unichema  
Conocco  
Petroplus Refining  
Thai Electric  
Malaysia LNG  
BASF  
British Energy  
Vinamul  
Preem AB



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www.biiworld.com

## Course Overview

Turnarounds are the highest risk activity that we routinely perform in industry, but they are also an area of massive variability in approach and outcome. Although some of this is quite natural due to local needs, the majority of inconsistency is caused by the fact that many companies do not have written methodologies and have not trained their staff in best practice for turnaround management. This despite the fact that turnarounds traditionally provide the highest peak in safety incidents, downtime and fixed cost spend in the calendar. There has also been a historic gap in meaningful guidance – there are around 1000 times as many books on maintenance as there are on turnaround management. All too often companies see turnarounds as something to be survived.

If turnarounds are not properly planned, managed and controlled, companies run the risks of serious safety and budget penalties, costly schedule delays and negative impacts on customers. Industry is littered with examples of poor turnarounds, which have injured people and damaged businesses. As a consequence, operators are starting to explore turnaround best practice and establish a more robust methodology.

This course is based upon the Carcharodon “best of the best” model of excellence for shutdown management. This model builds on the work of Tom Lenahan (author of two books on turnaround management and Carcharodon Associate), with additional material from other Carcharodon specialists. It has been brought together with inputs from people who have done it from the trenches along with some of the world’s most experienced shutdown specialists with all this experience condensed into a core methodology – our blueprint for success. It converts Turnarounds from a high-risk nuisance to an opportunity and has been used on multiple sites around the world, has been the basis of two books and is also supplemented by a chronological guide to building and controlling a successful turnaround.

The purpose of the course is to use the Model of Excellence for Turnarounds and the principles of Challenge Planning to equip attendees with an advanced approach to Turnaround Management. The course is backed by area situations, high levels of interaction, group exercises and multiple case studies. It will explore the underlying mechanisms and levers that shape a turnaround to demonstrate why we sometimes succeed or fail and introduce new conceptual approaches that can increase our chances of succeeding.

## Benefits of Attending

- Understanding how turnaround management fits within the wider maintenance and operating processes to support world class performance
- Understanding the critical processes, skills and tools required to establish outstanding turnaround performances in their own environment
- Ability set out a framework (the model of excellence) that provides a structured, logical explanation of turnaround best practice, how to develop a local methodology and benchmark performance
- Providing a cradle to grave process for turnaround management from initial concept to event completion that will help plan work, manage risks and secure event goals
- Explaining the role of the steering team and how to develop a truly strategic and effective steering team



## Benefits of Attending

- Providing a vehicle to benchmark current performances and practices against the latest planning and management techniques and how to use audits to keep events on track
- Understanding of the principles of strategic planning and how to convert turnarounds from a business nuisance to a business opportunity
- To provide a method to identify critical roles, develop organizations for different events and ensure that this team has the right skills and behaviors to perform effectively
- Integrating departments beyond just the maintenance team (eg operations, safety, procurement, projects) in the turnaround process
- Understanding the latest thinking in scope control and clarification (how 70% of scope can be identified 3months after the last turnaround, how to eliminate waste, how to reduce the impact of scope on an event and how to control late and emergent work)
- How to develop a contract strategy that is best for different environments to select the right contractor and set up a contract and relationship that will drive performance
- How to balance fixed costs against other event priorities, to track spend and avoid surprises

## Gain Skills to:

- ☑ Position Turnarounds as part of an overall strategy of improving business performance
- ☑ Reduce the downtime and costs associated with turnarounds whilst simultaneously improving safetyperformance
- ☑ Build the best Turnaround team possible
- ☑ Help senior management build effective steering teams
- ☑ Use our Model of Excellence to analyse their own performance, explain key principles to others and build a detailed methodology of their own
- ☑ Maximise the benefits of planning and preparation through our proactive challenge planning process
- ☑ Build a turnaround from the ground up from concept to execution and review



# DAY 1

## Module 1: Setting Turnarounds In Context And An Introduction To The Model Of Excellence

### Setting Shutdowns in Context

- The impact of shutdown performance on a business
- Where people tend to go wrong
- How shutdowns fit with asset and maintenance strategies
- The impact of shutdowns on safety, availability and costs
- Where does best practice come from?
- An introduction to the best practice model of excellence

### The Unique Complexity and Risks of Shutdowns

- How turnarounds differ from construction and maintenance work
- There's more to Turnarounds than just technical work
- The conflict of an inherent bottom up process for scope development
- Complexity (the interconnectivity of multiple tasks)
- Uncertainty (unknown tasks, unpredicted elements and unplanned work)
- Unfamiliarity (novel tasks, new personnel and doing things for the first time)
- The resource challenge and assembling the right skills to succeed.

### A Structured Model of Excellence for Shutdown Management

- Origins of the model of excellence and why it was developed
- A graphic model (the critical elements required for success)
- An outline model (exploring the sub elements)
- A detailed model (the blueprint for success)
- The importance of strategy and the principle of front end loading
- Critical elements to reduce costs whilst also improving performance
- Using the model as an auditing tool (measuring effectiveness)
- Case studies

## Workshop 1

## Module2: Setting Out The Core Requirements Of Effective Turnaround Management

### Developing a Shutdown Organisation

- Factors affecting organisation design
  - ◆ Critical questions to ask when setting the organisation
- The turnaround preparation team
- The execution team
- The competence model and skill development
- The shutdown manager
  - ◆ The role
  - ◆ The personal qualities
  - ◆ Using the model of excellence to improve performance

### Contractors

- The limits of outsourcing
- Developing a contracting strategy
  - ◆ Understanding what you need
  - ◆ Testing which contractor can best service your needs
  - ◆ The difference between the letter of the contract and the spirit
- Setting high performance contracts
  - ◆ Aligning everybody's goals
  - ◆ Options for gain and pain share
  - ◆ Collaboration and communication processes
  - ◆ How pace setters drive performance and poor performers fail
- Types of contract
  - ◆ Relative benefits
  - ◆ When to apply each type
- The structure of contracts
- Pre-qualification processes
- Incentivising contracts
- Core contract management skills required in the shutdown team

### Costs

- Critical cost drivers and the total business impact of a shutdown
- How money gets wasted
- A structured approach to forecasting and controlling costs
- Aligning cost to bring structure and clarity
- Identifying spend risk
- Cost reporting
- Creating an estimate
- Long-term forecasting and cost modelling



## DAY 1

### Logistics

- A definition of logistics – what do we need to control and why?
- Planning in advance
- Elements of logistics management
- Materials and equipment management
- Controlling bulk work
- Rehearsing event logistics to refine and practice controls

### Workshop 2

### Who Should Attend:

Directors, Heads, GMs, Senior Managers, Managers, Assistants, Supervisors and Engineers responsible for:

- Shutdown & Turnaround
- Scheduling
- Maintenance
- Operations
- Production
- Reliability
- Security
- Quality Assurance
- Procurement
- Asset Management
- Planning
- Health & Safety planning

## DAY 2

### Module 3: Combining A Progressive Strategy With An Effective Methodology - How Pace Setters Use These To Save Money, Improve Quality And Schedule Compliance

#### Developing a Shutdown Strategy

- How strategic focus has evolved
- The ultimate Business goal
- Reducing the annualized penalty of shutdowns
- The key strategic Focus for the modern engineer
- The importance of setting the strategic objectives
- Group exercise in objective setting
- Case study of increasing profit through a change in approach

#### Controls

- The role of the steering team
- Assurance processes for cradle to grave control
- Strategic processes and case studies of resourcing processes
- Case study: Steering team performance improvement

### Reprise of Basic STO Principles from a Systems Perspective

- The importance of Strategy (front end loading)
- A Process for Safety
- The concept of Total Quality (before, during and after the event)
- Organisational Issues
- The planning Process (putting the Turnaround together)
- Turnaround Economics (money in context)
- Integrating Logistics (what should logistics cover?)
- Effective Execution (you've talked the talk – now walk the walk)

### Workshop 3



## DAY 2

### Module 4: The Art Of Planning

#### Safety

- The impact of shutdown performance on a business
- A case study of safety transformation from outside industry
- The unique challenges of safety management on a turnaround
- Understanding hazard and risk
- Processes to reduce the safety risk of an event
- Case study: The danger of not removing hazards

#### Managing Risk

- The different types of risk that need to be controlled
- Understanding hazard and risk
- A Methodology for predicting strategic risks (safety, schedule and cost)
- How to reduce and control risk
- Transforming safety performance
- How to avoid conflict between safety, quality, schedule and cost

### Case study – Developing an end-to-end management control and assurance process for turnarounds

#### Optimising the Scope of Work

- Getting the scope right - the three R's of optimisation
- Where work comes from – the good, the bad and the naughty
- Worklist development process (challenge in or challenge out) and best practice targets
- A process for reducing the content of individual jobs
- The method and benefit of removing work from the shutdown window
- Scope clarification – what level of detail is required and how to put it in place efficiently
- Timing and control of late and emergent work

### Case study – Losing control of scope and how turnarounds can be condemned before work starts.

## DAY 3

### The Turnaround Process

- The basic structure (exposing the skeleton of a Turnaround)
- Where things can go wrong (where mistakes are made and why)
- The Planning Illusion (it looks like a plan – but is it?)
- Planning facts and fallacies (truth or fiction?)

### Challenge Planning

- A way Forward (challenging the planning status quo)
- Alternative STO approaches (critical path Vs. critical chain)
- Two Extreme philosophies (saturation or differentiation)
- Examples of Profound Knowledge (the hidden levers)
- Scheduling is in the eye of the beholder (different approaches)

### The Concept of “Challenge”

- The Dynamics of Challenge (change isn't always easy)
- Why Challenge? (to create the new, we must destroy the old)
- What do we challenge? (underlying assumptions)
- Challenge Planning Presuppositions (a way of thinking)

- Can one question change our approach? (THE most powerful question)

### The 5T Challenge Planning Process

- The Context
  - ◆ Teamwork (the collegiate approach)
  - ◆ Trade off (the Strategic ingredient)
- The Content
  - ◆ Timing (the logic and sequence of activities)
  - ◆ Technique (how we do what we do)
  - ◆ Technology (mechanisms and processes)

### The SMED process

- Origins of SMED
  - ◆ How this was used to transform the Japanese Automotive Industry
- Relevance for other sectors
- An introduction to the process and a more “Pit stop” style mentality

## Workshop 4



## DAY 3

### MODULE 5: Assurance And Control Processes To Ensure Outstanding Plans Are Converted To Outstanding Events

#### Execution

- The basic structure (exposing the skeleton of a shutdown)
- Achieving the best possible start to an event
- Tracking and driving progress
- Managing logistics
- Control meetings and management systems
- Achieving effective plant hand back

#### Human Factors

- Key considerations when involving people in turnaround management!
- Learning processes and how to help or hinder the team
- The competency development cycle
- Why it is that people “forget” to do the right thing

#### The Turnaround Review

- The importance of the review process in performance improvement
- Alternative methods for the turnaround review
- The reality – most reviews are ineffective or do not create change
  - ◆ Where people tend to go wrong

- Our process for effective reviews
  - ◆ Using the model of excellence for turnaround reviews
  - ◆ Getting the maximum contribution from the people involved
  - ◆ A forensic review process to focus on business priorities

#### End to end Turnaround Control and Assurances

A case study of how we have used the model of excellence to review the full cycle performance and our cradle-to-grave assurance process to increase consistency and quality of work.

#### Workshop 5





## Maintenance Planning Scheduling & Control

Facilitator : **Dave Dyer**  
Date : **11 - 15 March 2024**  
Timings : **10:00 to 14:45 Eastern Standard Time (EST)**  
**15:00 to 19:45 Greenwich Mean Time (GMT)**



This online course is based on an integrated maintenance model that has been used by leading companies and consultants with success and recognised as best practice. Participants will learn the total impact that maintenance can have on a business, identify key elements (and value) of effective maintenance for their own plants to not only reduce costs but also improve performance.

Dave Dyer the facilitator of this course is a highly experienced in maintenance improvement, change management, continuous improvement and capability development as a management coach and trainer. He has worked internationally across Europe, America, the Middle East and Africa with extensive experience in Oil and Gas, the Chemicals sector and manufacturing as well as working with clients in Steel and Power

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## SAP Maintenance

Facilitator : **Greg Olynyk**  
Date : **08 - 11 April 2024**  
Timings : **09:00 to 13:00 Eastern Standard Time (EST)**  
**13:00 to 17:00 Greenwich Mean Time (GMT)**



This 4 Day online course provides an overview of SAP Asset Management, Master Data Management, and Plant Maintenance. You will learn about asset structures and review common transactions that are essential to Plant Maintenance. By the end of this course, you will be able to perform preventative and corrective maintenance, manage master data as well as transactional data such as notifications and work orders.

Greg Olynyk is a senior SAP consultant and educator, with more than a 30+ years' experience in software course design and instruction. Since 2003, he has specialized in SAP PM and Document Management in regards to instructional design and delivery, master data creation and cleansing, preventative maintenance planning and SAP PM & DMS configuration. He has also performed SAP wellness assessments and recommendations as the Plant Maintenance lead for various companies.

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## Masterclass Maintenance & Reliability Practitioners

Facilitator : **Michael Eisenbise**  
Date : **15 - 19 April 2024**  
Timings : **10:00 - 14:00 Eastern Standard Time (EST)**  
**14:00 - 18:00 Greenwich Mean Time (GMT)**



Equipment must be safe, reliable, and process variability must be eliminated. Your employees must be motivated and supported with targeted training and a robust and efficient organizational structure. This online course is designed to heighten the learning experience and to provide an immersive training environment that maximizes the interaction between attendees and the instructor, and between the attendees.

Michael Eisenbise the facilitator for this course has 43 years of maintenance technology and reliability experience. He is a Certified Maintenance and Reliability Professional (CMRP) with the Society for Maintenance and Reliability Professionals Certifying Organization (SMRPCO), a Certified Plant Engineer (CPE) with the Association of Facility Engineers (AFE), a Certified Plant Maintenance Manager (CPMM) with the AFE, and a Certified Reliability Leader (CRL) with the Association of Asset Management Professionals. He is also a registered Professional Engineer (PE) in Florida.

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## MRO Storeroom Best Practices

Facilitator : **Andy Gager**  
Date : **22 - 24 April 2024**  
Timings : **10:00 - 15:00 Eastern Standard Time (EST)**  
**15:00 - 20:00 Greenwich Meant Time (GMT)**



MRO Storeroom Management is a 3-day online training course designed to assist MRO Storeroom Operations with achieving maximum efficiency and effectiveness. Attendees will learn new methods and techniques to gain an understanding of best practices for well-organized Materials Management and will benefit from our interactive and adult learning techniques, while also receiving a firsthand understanding at developing a world class storeroom operation. Regardless of your level of expertise, this course will provide you with the framework and tools to develop and deploy a best-in-class MRO Program and take full advantage of the best practices and strengths of your organization.

Andy Gager the facilitator of this course is recognized as an industry leading expert in facilitation, global implementations of operations best practices, maintenance systems, and supply chain with over 20 years of industry experiences ranging from warehousing operations to plant management and over 20 years of consulting and facilitating trainings.

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## Maintenance Best Practices for Leadership & Supervision

Facilitator : **Andy Gager**  
Date : **13 - 17 May 2024**  
Timings : **10:00 - 15:00 Eastern Standard Time (EST)**  
**15:00 - 20:00 Greenwich Mean Time (GMT)**



Join this 5-Day Online Course to enhance your performance and strengthen your workforce by improving your Leadership & Supervisory skills and be confident that you can be successful in meeting the difficult challenges of today's business world. Supervisors are the first line of management in any organization.

Andy Gager the facilitator of this course is recognized as an industry leading expert in facilitation, global implementations of operations best practices, maintenance systems, and supply chain with over 20 years of industry experiences ranging from warehousing operations to plant management and over 20 years of consulting and facilitating trainings. He has worked extensively in the manufacturing, oil & gas, food & beverage, facility management, power gen, pharma, and transportation industries.

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## Integrated Asset Management

Facilitator : **John Doran**  
Date : **27 - 31 May 2024**  
Timings : **09:00 - 13:30 Eastern Standard Time (EST)**  
**13:00 - 17:30 Greenwich Mean Time (GMT)**



This 5-Day Online Course provides guidance and direction relating to challenges faced in the modern world relating to asset ownership, operation, and how assets support the business performance. The training covers the difference between "Asset Management", and "Managing Assets" and looks at "leading" international institutes' recommended "applied practice" in mitigating potential unfavorable outcomes associated with asset related risk.

Our expert trainer John Doran served some 20 collective years on professional bodies (engineering & asset management). A professionally certified mechanical engineer, optimising asset performance has always been a primary focus. Led activities across operations & maintenance in large infrastructure asset intensive businesses and provided leadership advice in Australia, Middle East & Africa.

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## Total Predictive Maintenance (TPM)



Facilitator : **Ramesh Gulati**  
Date : **29 April - 02 May 2024**  
Timings : **08:00 - 12:00 Eastern Standard Time (EST)**  
**12:00 - 16:00 Greenwich Mean Time (GMT)**

The 4 Day Online training sessions will cover a range of topics, including the operation and production role, which serves as the first line of defense against failures. It will also explore maintenance best practices, workplace design - 5 S principles, performance metrics such as OEE/TEEP, analysis tools, team and change management, quality control, and safety. The end goal of this program is to improve asset uptime, performance, and quality by encouraging operators to take ownership of their equipment.

Our expert trainer Ramesh Gulati, PE, CRE, CRL, CAMA, CMRP, CMRT, has been in the maintenance and reliability and asset management field for more than 50 years. Broad background in operations analysis, performance measurement – metrics, plant reliability & maintenance process improvement tools/techniques – CBM/PdM, TPM, RCM etc., and implementation of asset management systems (ISO Certified).

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## Masterclass Maintenance & Reliability Practitioners



Facilitator : **Michael Eisenbise**  
**In-Person Courses**

Equipment must be safe, reliable, and process variability must be eliminated. Your employees must be motivated and supported with targeted training and a robust and efficient organizational structure. This course is designed to heighten the learning experience and to provide an immersive training environment that maximizes the interaction between attendees and the instructor, and between the attendees.

Michael Eisenbise the facilitator for this course has 43 years of maintenance technology and reliability experience. He is a Certified Maintenance and Reliability Professional (CMRP) with the Society for Maintenance and Reliability Professionals Certifying Organization (SMRPCO), a Certified Plant Engineer (CPE) with the Association of Facility Engineers (AFE), a Certified Plant Maintenance Manager (CPMM) with the AFE, and a Certified Reliability Leader (CRL) with the Association of Asset Management Professionals. He is also a registered Professional Engineer (PE) in Florida.

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Date : **22-24 April, 2024**  
Location : **Columbus, Ohio, USA**

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Date : **06-08 May, 2024**  
Location : **Edmonton, Canada**

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Date : **13-15 May, 2024**  
Location : **Tampa, Florida, USA**

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Date : **27-29 May, 2024**  
Location : **Houston, Texas, USA**

Please complete this form and send it back to:  
E-mail to: [mithun.siddartha@biiworld.com](mailto:mithun.siddartha@biiworld.com)

**Event Code: EU TE 08**

## Delegate Details

- Name: Mr/Mrs/ Ms .....  
.....  
Job Title: .....  
Email: .....
- Name: Mr/Mrs/ Ms .....  
.....  
Job Title: .....  
Email: .....
- Name: Mr/Mrs/ Ms .....  
.....  
Job Title: .....  
Email: .....

## Payment Details

**METHOD:** CREDIT CARD  OR WIRE TRANSFER

Please debit my

Visa     Eurocard /Mastercard     Amex     Diners club

Card Billing Address:.....

Street: .....City:.....

Zip/Postal: .....

Card Holders Name: .....

Email Address: .....

Card Holders Signature: .....

Card Number

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Credit Card CVV2/ CVC / CID Number:

Visa / Mastercard (3-digit code on the back)     Amex (4-digit code on the front)

Valid from:  /     Expiry Date:  /

I agree to BII debiting my card

## Company/Organisation Detail

Name: .....  
Person to Contact:.....  
Email: .....  
Address: .....  
.....  
City: .....  
Country: .....  
Contact No: .....  
Type of Business: .....  
Website: .....

### Authorization and Acceptance of Sales Contract & Terms & Conditions

I hereby declare I am authorised to sign this contract and terms & conditions in the name of the company/organisation:

Name:.....

Date:.....

Signature:.....

**Delegate Fee**     € 2199 Per Delegate

**Delegate Fee**     € 1999\* Per Delegate

**\*Early Bird Discount until November 30th, 2023**

20 Euro administration charge and any applicable withholding/VAT or any other tax or fee will be applied

### TERMS & CONDITIONS:

**1. Payment terms:** BII World LTD requires the full payment of the invoiced amount within 7 working days from the issue date of the invoice. BII World LTD reserves the right to refuse entry to any client who does not pay the invoice in full and on time. The registration fee includes: Training documentation and admission to all training sessions.

**2. Cancellation by client:** The client has the right to cancel his/her participation in the event. Cancellation must be received by BII World LTD in writing either by mail or fax. If the client cancels the event, he/she will get two options:

**A. CREDIT NOTE:** Choose 2-year credit note, BII World LTD will send all the schedule training event details throughout the year. Delegate has the right to choose and attend any of the training programs (valid 2 years).

**B. NOMINATION:** In this option delegate can nominate/refer someone from his/her group/company to attend the particular training program on behalf of the actual delegate.

**3. Cancellation by BII World LTD :** While every reasonable effort is made to adhere to the advertised program, circumstances can arise which may cause changes in the program, including but not limited to changes in the content, date(s), or special features of the planned event. Such circumstances include but are not limited to acts of terrorism, war, extreme weather conditions, compliance with government requests, orders and legal requirements, failure of third-party suppliers to timely deliver, and failure to register the minimum target number of attendees for a given event. BII World LTD reserves the right to change the content, date(s), and/ or special features of an event, to merge the event with another event, or to postpone it or cancel it entirely as appropriate under the circumstances. Client agrees that BII World LTD shall not be liable for any cost, damage or expense which may be incurred by client as a consequence of the event being so changed, merged, postponed or cancelled and client agrees to hold BII World LTD harmless and to indemnify BII World LTD in case of liability caused by any such changes, mergers, postponements or cancellations.

**4. Cancellation of the event:** In case BII World LTD cancels an event, then client can choose any of the below mentioned options:

- BII World LTD will refund full payment to the client within 15 business days.
- Client can choose the credit option for 2 years, for more details please read term no-2 part (a)

**5. Postponement of the event :** In case BII World Ltd postpones the event to a new date, then client can choose any of the below mentioned options.

- The client can attend the course on the postponed dates.
- Client can choose the credit option for 2 years, for more details please read term no-2 part (a)

**6. Client's identification information.** By signing of this sales contract and these terms and conditions the client gives full right to BII World LTD to share the client's identification information, i.e. client's name, address, email addresses, phone numbers and names of representatives and website with other clients who participated in the same event. The client has the right to opt out of this clause by written notice to BII World LTD.

**7. Governing law:** This contract shall be governed by and construed in accordance with the laws of the Province of Alberta, Canada. Any disputes arising under or in connection with this registration form shall be settled before the competent court in Canada.

**8. Indemnification:** To the fullest extent permitted by the law, you agree to protect, indemnify, defend and hold harmless BII World LTD, its owners, managers, partners, subsidiaries, affiliates, officers, directors, employees and agents, from and against any and all claims, losses or damages to persons or property, governmental charges or fines, penalties, and costs (including reasonable attorney's fees) (collectively "the Claims"), in any way arising out of or relating to the event that is the subject of this contract, and regardless of negligence, included but not limited to, Claims arising out of the negligence, gross negligence or intentional misconduct of BII World LTD employees, agents, contractors, and attendees; provided, however, that nothing in this indemnification shall require you to indemnify BII World LTD Indemnified parties for that portion of any Claim arising out of the sole negligence, gross negligence or intentional misconduct of the BII World LTD parties.

**9. Other currencies.** In case that client requests payment in other than official currency (USD), BII World LTD reserves the right to apply 5% currency risk surcharge to the actual exchange rate.

**10. Other Conditions:** Any terms or conditions contained in the client's acceptance which contradict or are different from the terms and conditions of this registration document shall not become part of the contract unless individually negotiated with BII World LTD and expressly accepted by BII World LTD.