SAFEX CONGRESS XXI
20 APRIL TILL 24 APRIL 2026

LISBON

Congress Bulletin – Programme Outline

CONGRESS OUTLAY

You have no doubt diarised the week of **20 to 24 April 2026** as the week during which SAFEX will be holding its XXI Congress in Lisbon ,Portugal at the **Myriad Conference Centre** .You may even have responded to our Call for Congress Papers which we issued in the previous Congress Bulletin . It seems you are ready to decide about your participation in the Congress and are just waiting to find out what to expect at the Congress. In that case this Congress Bulletin is intended for you.

Sunday, 19 April	
16.00-18.00	Registration - Training
Monday, 20 April	
08.00-08.30	Registration - Training
08.30-17.00	Training Session
Tuesday, 21 April	
08.30-17.00	Training Session
16.00-18.00	Registration - Workgroups
Wednesday, 22 April	
08.30-09.00	Registration - Workgroups
09.00-16.00	Workgroup Sessions
9:00 -16:00	Registration - Congress
18.30-21.00	Welcome Reception
Thursday, 23 April	
07.30-08.00	Registration - Congress
08.15-08.30	Opening of Congress
08:30-0930	Workgroup Feedback
09:30-16:00	Plenary Sessions - Day 1
12.00-14.00	CEO´s Lunch
Friday, 24 April	
07:30-08:00	Opening Remarks
08.00-15:15	Plenary Sessions -Day 2
15:30-16:30	General Assembly of Members
19.00-23.00	Gala Dinner
Saturday, 25 April	
08:00-09:00	Board Meeting
10.00-18.00	Congress Excursion

- **Training Session** on the Monday and Tuesday 20 and 21 April
- **Workgroup Sessions** on Wednesday, 22 April

Registration for the Congress itself takes place on the afternoon of Wednesday, 22 April. This is followed by the actual Congress activities which consist of:

- **Plenary Sessions** First Day (Thursday, 23 April) and Second Day (Friday, 24 April)
- **Special Sessions** Ordinary General Meeting (all Members) Friday 24 April.
- **Social Program** comprising the Spouses Program (Thursday and Friday, 23 and 24 April); the Gala Dinner for Delegates and their Spouses/Partners (Friday night, 24 April); and the Congress Excursion (Saturday, 25 April)

Thanks for the co-operation of the authors who responded to our Call for Papers and the hard work of our Session Conveners and Editorial Committee, we are now able to fill in what these activities entail.

SAFEX Training Event 2026

Explosives Properties and their meaning for Safe Operations

The training will be handled by:

- Nadia Engler –Austin Powder
- Paulo Siquera– Individual Associate
- Andy Begg– Individual Associate
- Martin Held– Austin Powder

Training will focus on explosive properties and their meaning for safe operations. The first part will handle explosive basics, classes of explosives and BOS. The following parts will show how these properties are being translated into safety operations.

Workgroup Sessions

Four Workgroups will cover the following issues (names of the Workgroup leaders are given in brackets):

- Management of Change (*Thierry Rousse*)
- Primaries (*Joao Roorda)*
- Explosives Security (*Noel Hsu*)
- Electrostatic Discharges*(Dan Reinke)*

Wednesday, 22 April, is set aside for the Workgroups to meet. If you are a core member of these Workgroups or just interested in participating in one of their meetings, you need to be there on the Wednesday.

Plenary Programme Congress 2026

Plenary Sessions: Day One

Convener: Dr Noel Hsu

The first working Day of the Congress (Thursday, 23 April) consists of three sessions with the following Topics, Session Chairmen and Papers.

All plenaries are restricted to Members and Invited Guests only.

08:15 Opening of Congress: John Rathbun

08:30 Work Groups Feedback

- Management of Change:Thierry Rousse—15min
- ESD: Dan Reinke– 15 min
- Primaries: Joao Roorda– 15 min
- Explosives Security: Noel Hsu– 15 min

AI and Its Role in Safety

Session Chairman: Dr Noel Hsu

09:30 Corporate Memory in 2026-Roman Vala

In the high-risk industry of explosives handling, preserving corporate memory is essential for maintaining safety and operational efficiency. Corporate memory includes documented processes, historical data, and the tacit knowledge held by experienced employees. This paper explores strategies to retain and leverage corporate memory through the integration of AI tools, the SAFEX expert system, and the expertise of key personnel. It also examines the role of organizational culture and presents case studies where the absence of corporate memory led to repeated disasters.

09:55 Digital transformation activities for ensuring process safety in explosives production operations and facilities-Ramazan Karakaya

In today's rapidly evolving work environments, digital transformation, innovations and the integration of artificial intelligence (AI) have become vital to improving occupational health and safety (OHS) standards. In this presentation, we will explain how to use these technological developments to increase our company's occupational health and safety standards, prevent occupational accidents and ensure that employees work in a safer environment. We will discuss the implementation of artificial intelligence-supported systems, such as necessary controls and real-time monitoring and automation of safety protocols, by taking advantage of technological advances to identify potential hazards and prevent accidents. The presentation aims to show how these innovations increase efficiency, reduce human error and promote a culture of proactive safety management in the workplace. Through these developments, we aim not only to meet legal requirements, but also to provide a safer, healthier working environment for all employees.

10:20 Powering the Mining and Explosives Industry Towards a Smarter Future with AI—Lukasz Kordyzon

Artificial intelligence is playing an increasingly significant role in industry, extending beyond specific applications to encompass a wide range of areas, including the mining and explosives industry where it can be utilized not only for blast design but also for predictive maintenance of machinery and equipment. The SSE Group has recognized this trend and, seeing opportunities in areas such as optimization of blast design, predictive maintenance of equipment, and enhanced safety protocols, has initiated work on the implementation of artificial intelligence. The author focuses on the role of AI in the transformation to Industry 4.0 and its potential appli-

cations in explosives sector and drilling and blasting techniques. The article also concentrates on SSE's current achievements in the use of AI and the benefits it offers in the context of sustainable development.

10:45 COFFEE BREAK

Lessons Learned and Best Practices

Session Chairman: Thierry Rousse

11:15 Learning from the Establishment of Transportation Safety Minimum Requirement and Good Practices Guide in Austin Powder—King Wei Siew

Transportation Safety Risk is an important risk to be addressed and putting it under control for an explosives company. This paper aims to discuss the learnings from the process of establishment of a road transportation safety minimum requirement and good practices guide that are to be implemented by countries in different regions where Austin Powder operates. This paper covers the processes from the beginning- the "why", forming a team, incident and good practices research, establishment of minimum requirement for road transportation safety and good practices guide, Austin Powder Standards for Prevention of MMU Rollovers and prevention of Fires on vehicles transporting explosives and oxidizers (PROF), Stop Work Policy implementation, License to Operate for Transportation, Transportation Safety Community and Technical Panel Team for Transportation.

11:40 Person limits – a look at the practice—Geoff Downs

Personnel limits are a fundamental safety issue. There seems to be that there is a lack of consistency in approach and a common and shared understanding for the application of guidelines for personnel limits in the commercial industries. The absence of a definition of personnel limits and the related absence of scope for the controls and criteria for personnel limits has contributed to this situation. Safety in the explosives industries should not have boundaries and under the current system there is a lack of consistency and guidelines which poses a risk which can be mitigated. The commercial explosives industry should consider providing an agreed definition and set of explicit guidelines for personnel limits which promote consistency with a shared understanding of the application of the agreed fundamental principles universally.

12:05 Operations Risk Management Transformation—Joel Hunter

Operational Risk Management (ORM) is a critical discipline in high-risk industries such as mining and chemical manufacturing, where failures in control systems can lead to catastrophic outcomes. Despite advancements in safety frameworks, incidents continue to occur due to inconsistent implementation and verification of known controls. This paper presents the Operations Risk Transformation Plan developed by Dyno Nobel Limited (DNL), which aims to embed critical control thinking into daily operations across a global business. Drawing on international best practices from the International Council on Mining and Metals (ICMM), the Center for Chemical Process Safety (CCPS), and insights from the Brady Review, the plan introduces a unified risk management framework supported by leadership accountability, standardised processes, and real-time verification mechanisms.

12:30 I learn something every day so that I can teach it next (Emile Faguet) - Johanne Della Rovere

When we are in our routine, we can make the decision to notify events or not. But what consequences can this have? Doesn't routine kill our knowledge? Does the historical principle of not changing what has always worked help us to improve our knowledge? Do I know my products and my process well? Storytelling.We will tell you how, through routine, we introduced new variables into products that had been manufactured in our factories for many years without realising that it was a significant change. This led to an incident with no human consequences and a root cause analysis enabled us to improve our knowledge. We will tell you how, based on specific cases, and on our desire for transparency and sharing, we learned about other incidents that occurred in the Group and evolved towards a broader collaborative attitude to move from a state of local handling of events to a Group standard. Through the training of the teams concerned and the implementation of effective tools, we are gradually managing to learn from our incidents and make our knowledge sustainable. Our role is to make complex concepts accessible and understandable and to get rid of routines ('Exit complacency!').

12:55 LUNCH BREAK

Lessons Learned and Best Practices Continued

13:45 Holistic Approach to Safety in Transport of Ammonium Nitrate Emulsion—Noel Hsu

The supply chain for explosives manufacture requires the transport of these dangerous goods from the site to the end-

user. Over the decades there have been incidents in the transport of explosives and its precursors. Some of these incidents have resulted in fatalities. In the last three years there have been two incidents involving the transport of ANEs, both of which started with a fire that led to a mass explosion. An overview of some of these transport events, limited to road transport, will be presented together with the common causes of these incidents. This paper will highlight the holistic approach being taken to prevent and mitigate such incidents and the parallel activity of industry to address limitations in the UN testing regime for ANEs.

Human Behaviour and Its Potential Consequences

Session Chairman: Christo Peltz

14:10 Behaviour of employees before incidents—Antonin Kovarik

This paper summarises aspects of employee behaviour preceding incidents and the strategies for ensuring safe working practices at Austin Detonator, with a focus on the handling of explosives. Employee behaviour is comprehensively influenced, both negatively and positively, by factors such as stress, fatigue, low or high levels of automation, inadequate or appropriate training, insufficient education and workplace conditions. All of this necessitates active collaboration between employers and employees in accident prevention through adherence to safety regulations and the cultivation of a positive work environment.

14:35 Why Silence Can Be Deadly: Influencing a Speak-Up culture in the explosives industry—Adam Wiles

Silence in the workplace, particularly concerning safety, can have deadly consequences in high-hazard industries like the explosives industry. In an industry where the potential for major accident events is ever-present, safety information that is withheld, hidden or distorted due to fear and distrust can be deadly. Simply put, “distrust and explosives are a deadly mixture”. Failure to speak up about potential risks, procedural drift, or near misses can allow weak signals of danger to escalate into significant incidents. Drawing on Orica’s NextGen Safety Leadership program, we explore the critical role of leadership to ‘tip the scales’ towards safety voice and cultivating an environment where team members feel psychologically safe to voice concerns, ideas, questions, or mistakes without fear of punishment or humiliation.

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15:00 COFFEE BREAK

Human Behaviour and Its Potential Consequences Continued

15:30 When Bench Practices Collide with Best Practices, A Look at Reality Jerry Wallace

Despite having manufacturers following strict safety rules when making quality products for use, and the transportation industry delivering those products safely to the jobsite, bench practices that do not follow best practices can end with all parties defending themselves in court.Those experiences have led to coining a term a couple decades ago, Two-Degrees of Separation Syndrome, that explains the root cause of most of accidents and incidents. Case studies, reviews of some of the accidents and incidents are described to support the Syndrome definition.

Risk Management and Building a Safety Culture

Session Chairman: Dan Reinke

15:55 Managing ESD Hazards –Heather Reid/Dan Reinke

Identifying and managing the hazards associated with electrostatic discharges (ESD) in energetics manufacturing and handling operations can be especially challenging. The SAFEX incident database notes over 150 incidents associated with ESD. Certain primary energetics as well as solvent vapors are especially sensitive to ignition from ESD. SAFEX members that have investigated energetic incidents associated with ESD noted that ESD hazards were typically understood and addressed in the process design and development, however gaps in maintenance, changes in materials and deviations from safe working practices led to ignitions. Often times the deviations were slight and not seen at the time as being a potential source of ignition. To help increase our industry’s understanding of ESD and best practices in managing electrostatics SAFEX has developed an e-learning training module on the topic that supplements the existing ESD Good Practice Guide. This paper and presentation will highlight key points from the training module.

16:20 Focus on Health and Wellness in Framework for Occupational Safety at a Global Mining Company based in South Africa –Ramesh Dhoorgapersadh

Mining is vital to many economies but remains highly hazardous. Traditionally, incident investigations in mining have been reactive and focused on human error, with little emphasis on health risks. This study advocates for a proactive, preventative approach, using a case study from a global mining company in South Africa that integrates health monitoring, improved procedures, and cost analysis to enhance workplace safety. The adoption of diverse professional input, health risk identification,

and fatigue management has improved safety and productivity. Considering social and community effects ensures these measures benefit both employees and the broader public. The research concludes that prioritizing employee well-being over costs can reduce incidents and improve financial performance.

16:45 Building a strong Safety Culture: a transformative approach to process safety in the explosives industry -

Jeremy Casagrande and & **Ridha Faleh**.

To achieve sustainable operational risk management in a highly demanding sector as explosives, it is crucial to establish a robust Safety Culture. It requires more than just compliance—it demands a deeply ingrained Safety Culture at every level of the organization. This paper presents insights from an ambitious, structured program implemented by our Groupe, designed to embed Process Safety excellence through a cascading training approach that turns awareness into action.Our strategy includes comprehensive safety training tailored to different levels:

- General Safety Awareness for all employees, fostering a shared responsibility for safety.

- Targeted operational training, blending e-learning (LMS) with hands-on, on-site coaching.

- Leadership pathways, equipping managers with the tools to drive a proactive safety culture.

17:05 Balancing Safety and Innovation: A Critical Analysis of Explosives Regulation in Italy -Marilena Cardu

A strict legal framework governs the regulation of explosives in Italy to ensure safety in production, transport, storage, and use. This framework is primarily based on the Consolidated Law on Public Safety (TULPS) and various ministerial decrees imposing stringent requirements. A key characteristic is Italy's cautious stance on new technologies: for example, bulk emulsions—common elsewhere for their efficiency and lower environmental impact—are not allowed. Only pre-packaged, cartridge-type emulsions are permitted, limiting flexibility and cost savings. Operators must obtain licenses from the local police (Questura) and, in some cases, additional permits from the Ministry of the Interior. The Central Directorate for Fire Prevention and Technical Safety approves each explosive. Storage and use sites require detailed risk assessments and strict security measures, and strong coordination among authorities, which contribute to low accident rates. However, its rigidity and complex bureaucracy can slow innovation and prevent the adoption of efficient technologies. Furthermore, limited alignment with international standards may deter foreign operators. Italy could benefit from regulatory updates to enhance performance while maintaining safety, including allowing bulk emulsions and simplifying authorization procedures.

17:35 From Incremental Gains to Transformative Leaps: Embracing Moonshot Thinking in Safety - Adam Wiles

Traditional safety approaches focus on gradual improvement and risk management, but transformative results require "Moonshot" thinking—setting ambitious goals to inspire breakthrough solutions. This paper discusses how Orica applies Moonshot thinking to pursue a fatality-free future by challenging conventional practices and encouraging innovation. The Moonshot framework, built on defining big challenges and radical solutions, is especially relevant in industries with complex risks like explosives. Senior leaders must shift their mindset, lead teams in developing new technologies, and promote a culture of proactive safety. By embracing Moonshot ambitions, leaders can move organisations beyond incremental progress toward truly transformative outcomes, making a future without serious harm or fatalities an achievable goal.

Plenary Sessions: Day Two

Incidents with Primary and Secondary Explosives

Convener: Dr Martin Held

The second working Day of the Congress (Friday, 24 April) consists of three sessions with the following Topics, Session Chairmen and Papers.

All plenaries are restricted to Members and Invited Guests only.

07:30 Opening Remarks: Secretary General

Session Chairman: Dr Martin Held

08:00 An incident involving PETN and TNT initiation in a vapor scrubber system used for Booster production—Chris Wakefield

On December 2, 2024, an energetic event occurred at Austin Powder's Red Diamond Plant in McArthur, Ohio, within a Booster Building's scrubber room. A deflagration inside the scrubber blower, triggered by a high-velocity impact from a broken impeller blade, ignited PETN dust accumulated on the internal walls. The event resulted in no injuries and limited equipment damage; however, production was interrupted to facilitate a thorough review of the extraction system across multiple booster rooms.

Investigation findings revealed that the extraction system was originally designed for TNT fume extraction but had inadvertently become a collection point for PETN dust due to process modifications. Critical management of change (MOC) oversights, including adjustments to kettle extraction hose placement, increased airflow from blower speed changes, and inadequate risk assessment when PETN was introduced, contributed to hazardous dust accumulation. Additionally, routine maintenance identified substantial energetic material

buildup in ductwork over time, yet this was normalized rather than flagged as a critical hazard.

This case study underscores the importance of robust process safety management in explosive manufacturing, advocating for industry-wide vigilance in recognizing and mitigating dust-related hazards before they escalate into critical events.

08:25 Classification of developed powders - Tomas Musil

Investigation of the incident at 2021, with the new green delay compound according to actual legislation. Details of the incident and investigation. Development of a new internal classification based on the sensitivity and behaviour of the new compounds. In more detail, the sensitivity to friction and ESD and behaviour during burning and the protentional transition of the DDT.

08:50 Incident with primary explosives, secondary explosives and propellants—Marante Hardwood

Lessons learned from a detonator disposal incident: the critical need for adaptive risk analysis and safety measures.

09:15 PETN Detonation during maintenance process at detonating cord machine Ignacio Madeira

The paper analyses an incident with detonation during a maintenance operation in a detonating cord installation.The product involved was PETN and the incident resulted with some injuries on the operator that was performing the maintenance job.The paper presents how the accident occurred, focuses on the importance on the cleaning and decontamination processes before starting maintenance operations, the following investigation process and the corrective and preventive measures adopted to prevent a future similar event.

09:40 Coffee Break

Incidents with Primary and Secondary Explosives Continues

10:00 Incidents with Primary and Secondary Explosives—Ignacio Madeira

The paper analyses an explosion incident at an explosive dosing station during the manufacture of detonators in a detonator loading machine. The product involved was a Nitride/TNR 70/30 mixture, and the amount of explosive involved in the incident was approximately 500 g. The paper presents how the accident occurred, the following investigation process and the corrective and preventive measures adopted to prevent a future similar event.

Process Safety

Session Chairman: James Bonnor

10:25 MPU Decontamination Improvement –Paul Humphris

Our Decontamination Risk Mitigation initiative has significantly enhanced workplace safety, reduced high-risk incidents, and set a new benchmark in hazard and control awareness. The core objective was to minimise decontamination-related events.Historically, Dyno Nobel had experienced a large number of significant potentially fatal events associated with inadequate decontamination processes. The use of Security Sensitive Ammonium Nitrate (SSAN) products has a potential explosive risk if exposed to heat and / or shock during maintenance and workshop type activities. Understanding the risks associated with decontamination, our team embarked on a comprehensive review of previous events and development of a robust mitigation plan, to alleviate risks associated across many different decontamination procedures. A key component of our approach was to simplify and streamline operational documents for the end user. Subject matter experts participated in the improvement opportunity following the review. In addition, work was completed on the development of an animated educational video to visually communicate the risks, controls and best practices to employees and contractors. This video provided a clear, consistent, engaging, and easily understandable method of reinforcing safety protocols, ensuring that workers at the frontline fully understand the hazards and necessary controls.Since the implementation of the streamlined documentation and video, there has been a significant reduction in significant events, with no incidents or near misses reported since the project was completed and communicated to operational teams. In addition, to further enhance our safety culture of positive reporting, there has been three decontamination related hazards reported, enabling DNAP to action those and fully negate an incident or near miss occurring.

10:50 Incident findings of a process safety explosion event at a Xanthate manufacturing plant– Christo Peltz

This study into a process safety event covers the investigation and findings of significant process safety incident involving an explosion at a xanthate reaction vessel in a solid Xanthate manufacturing plant. The event, which resulted in $1.5 million in damages, caused extensive destruction to plant infrastructure but fortunately led to no injuries.The investigation findings highlights critical lapses in hazard identification, safety interlocks, operator training and other contributing factors. The lessons learnt & procedures to mitigate future risks in reactive chemical operations are discussed**.**

11:15 NOx release (process and emergency management) -Josh Beecham

Two recent events in our business have resulted in personnel being exposed to Nitrogen Oxides (NOx) gas.NOx is generated through standard processes including blasting, waste gas formation in manufacturing, during unplanned events like overheating of concentrated nitric acid and improper mixing of bulk emulsion trace chemicals. NOx is a highly toxic, colourless to reddish brown gas above 21oC, and is made up of a range of nitrogen and oxygen compounds including Nitrogen Dioxide (NO2) and Nitric Oxide (NO).Exposure to NOx in high concentration and very small quantities can be fatal. Exposure to low concentrations in small quantities can cause respiratory tract, eye, and gastrointestinal irritation. Initial symptoms might be mild and include irritation of the eyes, nose, and throat, as well as coughing and shortness of breath. However, more severe symptoms, such as pulmonary edema (fluid in the lungs), can develop several hours to days after exposure.These incidents highlight the importance of recognizing the risk of NOx generation in our operations, and the need for effective emergency response plans (including immediate evacuation), especially if NOx is generated in an enclosed environment.

11:50: Lunch

Process Safety Continues

12:45 Development and Implementation of a Procedure for the Safe Disposal of Non-Electric Detonators in a Specialized Detonation Chamber- Rogelio Rivas

This paper presents the development and implementation of a standardized procedure for the destruction of obsolete and out-of-specification non-electric detonators using a specially designed Detonation Chamber. The proposed methodology ensures a safe, efficient, and environmentally responsible disposal process.The paper details the preparation phase, including the controlled separation of shock tube, to mitigate risks. Additionally, it outlines the handling and final disposal of waste generated during the process, ensuring compliance with safety and environmental regulations. The implementation of this procedure enhances operational safety and provides a structured approach to managing explosive waste.

AN and ANE

Session Chair: Nadia Engler

13:10 – Ammonium Nitrate-Aymeric Johnson,Olivier Vandenabelle

Ammonium Nitrate: the hidden dangers of the 'Cook-Off' Effect

13:35 Fire in the MEMU truck – a case study—Saila Salvolainen

The fire originated in a battery that was being charged at night without monitoring. The vehicle was under renovation, so the MEMU tanks were empty and clean. The vehicle and service building were destroyed.There was some untidiness in the charging environment and the battery hub protection was not in place. The charging equipment followed the instructions of the manufacturer. The investigation resulted in three possible root cause scenarios: 1) An arc short circuit between the battery's plus pole and the battery's mounting iron via an electrically conductive object, 2) Mechanically damaged CTEK battery charger plus charging conductor and accumulator attachment iron arc short circuit, or 3) A failure of the ADR main-current switch on the chassis or an arc short circuit of the bypassed circuit of the main-current switch. The lessons to be learned from the accident are related to human factors, technical improvements, as well as favoring fire-retardant structures in other applications, as well. The clear development need for ADR vehicle charging was also determined.

14:00 Spontaneous detonation of two blast holes and reaction of a third in a Chilean copper mine: development and implementation of a georeactive model as an operational learning outcome-Maria Raminez

In February 2023, at a Chilean copper mine, two blast holes loaded with explosives detonated spontaneously, followed by the release of nitrous gases from a third hole that began reacting several hours later. The incident occurred before the Enaex blasting crew had entered the area, avoiding serious human consequences. The subsequent investigation revealed that the holes had been loaded with an incompatible type of explosive, due to a communication failure between the Geology and Drilling & Blasting teams, who had mistakenly assumed that the zone was free of pyrite. Mineralogical analyses confirmed high concentrations of pyrite and szomolnokite—minerals known to be highly reactive under certain conditions.

14:25 Angellala Creek Incident – Emergency Management Considerations—Geoff Downs

A transport vehicle carrying 52.8t of ammonium nitrate in September 2014 missed the bridge and jack-knifed into the creek and caught fire. The fire burned for 1 hour and 22 minutes before the second and largest blast estimated to be between 10t to 15t of TNT. The first fire engine arrived 9 minutes before the explosion and rendered assistance to the injured driver and was 50m from the blasts. The outcomes from the incident were used as a case study for emergency management. This approach should assist emergency response plans and specialist advice by identifying the impacts and effects on responders at the scene, review emergency response guidebooks and recommend exclusion zone distances which are based upon the findings of the regulator into their investigation of the incident.

14:50 Do you Know your Knowns?- Andy Begg

Do you know your knowns?

This paper revisits the subject of Corporate Memory discussed by the author in a previous paper more than 20 years ago. The paper considers presentations by Donald Rumsfeld and Trevor Kletz given more recently that look at aspects of knowledge from different perspectives but which the author brings together to offer direction on what members can do to benefit from Corporate Memory.

15:15 End of Congress

15:30 Ordinary General Meeting (Members Only)

19:00 Gala Dinner (Sponsored by Orica)

SOCIAL PROGRAM

Excursion 1 (Partners)—Thursday ,23 April

Start—09:00

Thursday, April 23rd: Belém Walking Tour

Morning/Afternoon: Lisbon Tour with lunch for spouses

Duration of the experience: 3:30 hours

- Belém Tower
- Belém Monastery
- Padrão dos Descobrimentos
- National Coach Museum
- Patelaria de Belém/ Belém Bakery

Excursion 2 (Partners)—Friday, 24 April

Start—09:00

Friday, April 24th: Mystic Sintra and Palácio da Vila

Morning/Afternoon: Sintra Tour with lunch for spouses

- Mystic Sintra and Palácio da Vila

Excursion 3 (Congress Attendees and Partners)—Saturday, 25 April

Start—10:00

Saturday, April 25th: Heritage in a Glass

Morning/ Afternoon Wine Tour Duration of the experience: 8 hours

- Guided Tour to House Museum