



2010 NATIONALISATION

21 - 25 February 2010

Al Murooj Rotana Hotel, Dubai, UAE

Developing Nationals Into the Future Leaders of The GCC

Keynote International Address:

Charles Wilson, Senior HR Advisor & Fellow, **Chartered Institute Of Personnel And Development (CIPD)**, UK

NEW Speakers For 2010 Include:

- **Zuhair Al-Haj**, General Manager Group Administration Services & Emiritisation, **Al Futtaim Group**, UAE
- **Abdulla Hood**, Executive Director - Corporate HR, **Savola Food Business**, KSA
- **Ibrahim Yafi**, Head Of Human Resources, **Royal Group**, UAE
- **Mohammed Al Ghailani**, Chief People Officer, **Nawras**, Oman
- **Afrah Al Ozaibi**, Chief HR Officer, **Abu Dhabi National Insurance Company**, UAE
- **Jaklin Makhoul Winn**, Head of Organisational Effectiveness, **Mashreq Bank**, Qatar
- **Abdulla Sambaig**, MCIPD, Human Resources Manager, **EMARAT**, UAE
- **David Walker**, UAE National Development Manager, **Nakheel**, UAE
- **Julian King**, Head of National Development, **Qatar Foundation For Education, Science & Community Development**, Qatar
- **Mohammad Jaafar**, Team Leader Contracts, Manpower, Kuwaitisation, **Kuwait Oil Company**, Kuwait
- **Ali Shaher**, Head Of Career Development & Planning, GHR, **Qtel**, Qatar

AND Our Returning Experts:

- **Dr Mahmoud Khan**, Human Resources and Organisational Development Manager, **Saudi Arabian Glass Company Ltd.**, KSA
- **Dr. Amal Sheera**, Country HR Director, **TNT / SAB Express**, KSA
- **AbdulBasit Al Rawahi**, Head of Projects, **Ethihad Airways**, UAE

Roundtable Discussion Forum

A Choice Of 6 Expert-Led Roundtables Discussing Your Burning Issues!

A Choice Of Four Interactive And In-Depth Workshops:

- Developing Nationals for leadership positions
- Retention strategies to ensure you keep your talented National employees
- How to put together an effective Nationalisation programme
- Changing behaviour and attitudes of your National employees

Endorsed By



Media Partners



Organised By



www.iirme.com/nationalisation

Dear HR Professional,

Recent economic developments have created many challenges for companies in the Gulf region and have also highlighted important questions around the effectiveness and economic viability of Nationalisation programmes.

GCC governments have indicated a greater focus on ensuring nationals are better integrated into the region's diverse workforce and have made recent moves to ensure this is done, but the onus is still on companies to make Nationalisation work, which can prove a challenge.

National employees have traditionally given preference to the public sector and have shunned private sector roles. They have also had strong preferences for particular roles and avoided others, which has also created an imbalance in the availability of local employees for certain jobs. Talented Nationals are also in great demand and difficult to hold onto, creating a retention challenge.

So have these challenges been resolved? And did the economy contribute to solving these or exacerbate them?

It has certainly put an emphasis on companies throughout the GCC to review efficiency and productivity amidst the downturn. Perhaps it is time you looked into the tangible results your Nationalisation programme has produced?

To do this, you need to be able to benchmark your work against some of the outstanding examples from the region and also get together with other HR leaders to discuss how to overcome the obstacles to achieving ROI from Nationalisation programmes.

IIR would like to invite you to take part in our **Nationalisation 2010 Conference**, the GCC's premier event that will address your burning issues on Nationalisation; and shed light on how you can develop your organisation's future leaders, today!

"This well established conference is for professionals who are currently driving Nationalisation programmes and initiatives in their organisations who would like to exchange knowledge and experience with leading Nationalisation and Talent Management professionals.

The 2010 conference will focus on the growing challenges of Nationalisation in the GCC and how you must actively take the lead in ensuring successful implementation of Nationalisation in your organisation. The impacts of; the world economy, globalisation, increasing Employee Relations programs and focus on the World Trade Organisation all have an effect upon the engagement of Nationals and expatriates in the Region. Come along and get yourself and your organisation updated. See our information packed agenda and register early for this must-attend event. I look forward to seeing you in February"

To bring you a truly fantastic conference experience we have completely refreshed our expert speaking line-up to give you new ideas and perspectives on the key challenges. Due to popular demand we have kept our Roundtable Discussion Forum to allow you to delve deep into the issues and gain from the combined experience of our experts and your peers.

For a more intensive and interactive learning experience we bring you a selection of practical workshops that draw on the experience of some of the most brilliant HR professionals that work in the region. You will also have the option of choosing the workshop that is relevant to you to further customise your conference experience.

It's time to take control of the results you get from your Nationalisation efforts. Make sure you attend to do so with GCC's leading Nationalisation conference experience!

I look forward to meeting you in February.

Best regards,



Deyan Raykov
Conference Manager – Nationalisation 2010

“ I've developed some positive, additional action plans as a result of this conference ”

Bob Prescesky, *Organisational Effectiveness Leader*
Canadian Nexen Petroleum, Yemen

Charles Wilson



Timings: Registration will be at 08.00 and the workshop will begin at 08.30 and will conclude at 17.30. There will be refreshments breaks at 10.30 and 15.30 and lunch at 12.30.

Pre-Conference Workshop A Sunday, 21 February 2010

Developing Nationals For Leadership Positions

The key aim of Nationalisation is to develop the much needed GCC leaders of tomorrow. This is by no means a simple task – leadership development is both a science and an art, which requires two key ingredients for success: raw talent and effective development programmes. In order to have the first, you need to be able to successfully identify potential leaders amongst National candidates and then have a leadership development programme that will deliver on its aims. This workshop will demonstrate how to achieve this successfully to ensure you can develop your own effective National leaders.

- The psychology behind leadership
- Are great leaders born or bred?
- How can you identify leaders amongst your National employees?
- How do you develop a robust leadership programme that works?
- Common roadblocks to successfully developing your leaders
- Building loyalty and commitment amongst your leaders towards your organisation

Charles Wilson, Senior HR Advisor & Fellow, **Chartered Institute Of Personnel And Development (CIPD)**, UK



Charles Wilson is enjoying a successful international HR career. He has extensive experience in the Gulf region gained over a period of some decades. Charles has watched the area develop and has played a leading role in National Development schemes in Oman, the UAE and Kuwait. His major professional interests in the Gulf region lie in the areas of development of Nationals, management education and cross-cultural management. His current research is centred on international HRD, with an emphasis on leadership. Charles lives on the Isle of Man in the British Isles from where he operates his company, The Consultancy. His work with IIR in the Gulf region began over 10 years ago and he has led many courses and presented and chaired conferences throughout the region.

“ Very informative and very beneficial to my line of business. ”

Nahed Mohd Al Mannai, Qatarization Manager, **HSBC**, Qatar

OR

Pre-Conference Workshop B Sunday, 21 February 2010

How To Put Together An Effective Nationalisation Programme

Developing a successful nationalisation programme requires a robust strategic approach that can deliver on results. Starting with gaining management buy in, there are a number of factors that need to be incorporated to make sure that your investment in national employees is rewarded. Talented nationals are in great demand and it is difficult to hold onto them without a strong and effective nationalisation programme. This workshop will ensure you have the framework to develop a robust Nationalisation strategy for your organisation that delivers results.

- What are the key ingredients of a successful nationalisation programme?
- How can you gain support from senior management and align Nationalisation priorities to the business strategy?
- Effectively recruit the right Nationals for your organisation
- Retention challenges in a dynamic and challenging environment
- Design effective training programmes
- Career development strategies
- Ensuring a unique and individual approach for each National employee
- Performance management strategies for National employees
- What works and what doesn't – lessons from the field

Dr. Mahmoud Khan, Human Resources And Organisational Development Manager, **Saudi Arabian Glass Company (SAGCO)**, KSA



Dr. Mahmoud Khan is a licensed partner and Certified Evaluator & Assessor by SHL, Profiles International. He is also certified by Oxford Psychologists Press (MBTI) and Thomas International (DISC). He is a Certified Professional in HR (CPhR) and a Certified Training Practitioner (CTP)/CIPD). He has an academic background (Chemical Engineering Professor and Registrar & Academic Auditor of KFUPM – Dhahran, Saudi Arabia, 1983-1990 with specialties in Thermodynamics and Reaction Kinetics). Dr. Khan has an industrial background (General Manager of Manufacturing of Savola Company - Jeddah and Bahrain 1990-1995), and a management background (Senior General Manager, Human Resources of the Savola Group, 1995-1999). He has been working as a career advisor and mentor for a number of locals since 1995 especially for young ambitious men and women with high potential.

8:30 Registration And Coffee

9:00 Opening Remarks From The Chair

9:10 **International Keynote Address:**

KEY NOTE

HR In The 21st Century – Change Or Die!

- Nationals in our cut-throat markets
- Buying million dollar employees
- The 'Russian Dolls' concept
- Nationals – Money and Talent
- Recruit well or fail
- Develop Nationals or lose - them – your investment in time, energy and money

Charles Wilson, Senior HR Advisor & Fellow, Chartered Institute Of Personnel And Development (CIPD)

9:50 **Gulf Nationalisation: New Paradigms, Perspectives, And Possibilities To Improve Your Decision Making**

Examine in depth how the three levels impact Gulf Nationalisation to build on your competencies as a consultant and mentor

At the Country level ...

- What are the key drivers of Gulf Nationalisation?
- Which of these key drivers are not in our control and what can we do about them?
- How do National culture, labor markets, demographics, economy, labor laws, education, and globalisation impact Gulf Nationalisation programmes?

At the Stakeholder Level ...

- Who are the key stakeholders of Gulf Nationalisation?
- What are each one's vested self interest in this process?
- What role does stakeholder nationality play in Gulf
- Nationalisation and worker performance?
- How to stakeholders create potential conflicts of interest in the work place?
- What is the definition of nationalisation for each stakeholder? For the presenter?

At the company level

- What are the key drivers of worker job performance, team performance, company performance?
- Structural, explicit, and tacit knowledge - how do they play an important part in our skill development and job performance?
- Which is more important to potential performance of a Gulf national, experience, skills, or talent?
- What are the prerequisites for quick knowledge and skill uptake along with fluid career growth?
- What role does company culture and manager play in facilitating or blocking Gulf national skill growth and development?

Younes Proctor, Training & Career Development Manager
Sorouh Real Estate P.J.S.C., UAE

10:30 Networking Break

11:00 **AI-Futtaim's Strategy For Diversifying The Local Workforce**

NEW

- Successfully attracting locals for different and non-traditional roles
- Managing expectations and popular job perceptions amongst nationals
- How can you instil loyalty to your company amongst national employees?
- Strategically placing Nationals into roles where they excel
- How do you manage the performance of local employees?
- Retaining talented local employees – what works and what doesn't
- How do you measure the effectiveness of your Nationalisation programme?
- How can you achieve ROI on your localisation programme?

Zuhair Al-Haj, General Manager Group Administration Services & Emiratisation, **Al Futtaim Group**, UAE

11:40 **Harnessing The Power Of Talent – Developing National Leaders**

NEW

- What is the difference between educating and developing a leader?
- How do you identify future leaders?
- How do you harness leadership potential and develop your organisations future leaders?
- The leadership programme – what you need to have
- Cultural considerations of leadership

Ibrahim Yafi, Head Of Human Resources, **Royal Group**, UAE

12:20 Lunch For The Delegates And Speakers

13:10

Hot Debate

HOT DEBATE

What Do We Need To Do To Make Nationalisation Programmes Work?

Now it's time to open the floor to the audience to give key industry feedback on how we can provide solutions to the biggest challenges facing Nationalisation as outlined in the morning. This panel will explore the key issues and what need to be done to address them.

Zuhair Al-Haj, General Manager Group Administration Services & Emiritisation, **Al Futtaim Group**, UAE

Afrah Al Ozaibi, Chief HR Officer, **Abu Dhabi National Insurance Company**, UAE

Abdulla Hood, Executive Director - Corporate HR, **Savola Food Business**, KSA

Charles Wilson, Senior HR Advisor & Fellow, **Chartered Institute Of Personnel And Development (CIPD)**

13:50 The Right Nationals For The Job - Recruitment For Success

- Defining job competencies and selection criteria
- Identifying nationals' strengths
- Recruiting strategically
- Developing a national talent sourcing strategy

Jaklin Makhoul Winn, Head Of Organisational Effectiveness, **Mashreq Bank**, Qatar

14:30 Networking Break

15:00

Panel Discussion

PANEL DISCUSSION

How Can We Align Education And Workforce Requirements?

- Are the education systems of the GCC aligned with market needs?
- How can we encourage a more balanced participation in university degrees?
- How does the output of national graduates compare with industry requirements?
- What scholarships are available to encourage nationals?
- When do you begin developing nationals for future positions and how?

Ibrahim Yafi, Head Of Human Resources, **Royal Group**, UAE

Dr Mahmoud Khan, Human Resources And Organisational Development Manager, **Saudi Arabian Glass Company Ltd.**, KSA

University representatives to be confirmed

*Book before 13 December and SAVE up to US\$ 2,195!
Call Janet on 971 4 335 2437 or email register@iirme.com*

16:30

Roundtable Discussion Forum

Customise your conference experience by choosing to attend one of these six expert-led roundtable discussions with key topics you can explore in depth.

1

Roundtable One:

Gaining Buy In And Critical Support From Your Expat Managers In Localising Positions

Charles Wilson, Senior HR Advisor & Fellow, **Chartered Institute of Personnel and Development (CIPD)**

2

Roundtable Two:

How Do you Successfully Retain Your Talented National Employees?

AbdulBasit AlRawahi, Head of Projects, **Etihad Airways**, UAE

3

Roundtable Three:

Nature vs. Nurture Of Leadership – What Makes Good Leaders And How Do We Use This To Develop Our Own?

Abdulla Hood, Executive Director - Corporate HR, **Savola Food Business**, KSA

4

Roundtable Four:

Bridging The Gap Between Education And Your Organisation's Requirements – What Can We Do?

Dr Mahmoud Khan, Human Resources And Organisational Development Manager, **Saudi Arabian Glass Company Ltd.**, KSA

5

Roundtable Five:

Nationals Want Career Paths? The Truth Behind What They Really Want!

Ali Shaher, Head Of Career Development & Planning, GHR, **Qtel**, Qatar

6

Roundtable Six:

Managing Performance Of National Employees – What Works And What Doesn't?

Jaklin Makhoul Winn, Head Of Organisational Effectiveness, **Mashreq Bank**, Qatar

17:20

Closing Remarks From The Chair And Close Of Day One

17:30

Meet And Greet

MEET AND GREET

Exploring Potential Talent Amongst Nationals

Join us for an unique opportunity to network with your peers and some of the top GCC talent ranging from graduates to skilled nationals. What a better way to finish your day than to meet talented Nationals and speak to them about the careers they would like to pursue?

Conference Day Two

Tuesday, 23 February 2010

Day 02

8:00 Morning Coffee

9:00 Opening Remarks From The Chair

9:05 **Leadership Keynote**

LEADERSHIP KEYNOTE

Nationalisation In The GCC – Where Are We Heading?

Hear from key representatives from the GCC Ministries of Labour on their plans for developing Nationalisation in their respective countries.

Saudi | UAE | Qatar | Kuwait | Oman | Bahrain

Key topics to be discussed:

- Nationalisation goals and targets
- Education and industry – how are they matched up?
- What roles should companies and the government play?

9:45 **Taking Nationalisation A Step Further – Integrating Nationalisation Priorities Into The Business Strategy**

NEW

- Aligning Nationalisation with business strategy
- Gaining support from the top
- The role of senior management, middle management and Nationalisation champions
- Successfully integrating Nationals into senior management roles
- Gaining organisation-wide buy-in
- Calculating the ROI of your Nationalisation programme
- Nationalising contractors and sub-contractors

Mohammed Al Ghailani, Chief People Officer, **Nawras**, Oman

10:20 Networking Break

11:55 **Strategically Utilising The Power Of Psychology To Ensure Nationalisation Goals Are Achieved**

NEW

- Understanding the mindset of Nationals
- What drives all the key players – National or expat?
- Using psychology to achieve your goals
- Key ingredients in a successful Nationalisation programme
- The art of mentorship – how do we successfully bring out the best of national employees?
- How can you instil an effective organisation culture based of learning and support?

Abdulla Sambaig, MCIPD, Human Resources Manager, **EMARAT**, UAE

11:35 **How To Create A National Development Programme That Works**

- Common challenges to developing nationals
- How do you determine how to best develop individuals?
- Gaining buy-in from nationals for their career development plans
- Defining the goals, objectives and stages of development
- How do you measure success?
- How do you ensure optimal productivity and performance through development?

David Walker, UAE National Development Manager, **Nakheel**, UAE

12:15 **The Commitment Towards Change**

NEW

- Is it really necessary to nationalise?
- Creation of employment opportunities
- Obstacles and constraints
- Can we really change the way we view things?
- Are we committed to pay the price of Nationalisation?

Mohammad Jaafar, Team Leader Contracts, Manpower, Kuwaitisation, **Kuwait Oil Company**, Kuwait

12:45 Lunch For Delegate And Speakers

13:45 **Managing The Performance Of Nationals**

- How do you measure performance?
- Building performance level requirements into the contract
- Creating an agreed performance management system
- Incentivising performance

Abdulla Hood, Executive Director - Corporate HR, **Savola Food Business**, KSA

14:25 **Successfully Integrating Female Nationals Into The Workforce**

- The female national employee – myth vs. reality
- How do you capitalise on the untapped potential of female nationals?
- Strategies for successfully attracting and retaining female employees
- Remuneration packages for female employees – are the priorities the same?
- Developing training and development initiatives as a retention tool

Dr. Amal Sheera, Country HR Director, **TNT / SAB Express**, KSA

15:05 Networking Break

*Book before 13 December and SAVE up to US\$ 2,195!
Call Janet on 971 4 335 2437 or email register@iirme.com*

Day 02

Timings: Registration will be at 07.30 and the workshop will begin at 08.00 and will conclude at 15.30. There will be a morning refreshment break and lunch at 12.30.

- 15:35 **Getting Expatriates On Board For Your Nationalisation Programme**
- NEW**
- Changing mindsets
 - Gaining trust and commitment
 - Rewarding knowledge transfer
 - How to deal with cultural stereotyping and preconceived notions of Nationalisation
 - How to win expatriate support for your Nationalisation programme
 - How to reward expatriate support for your Nationalisation programme
- Julian King**, Head of National Development, **Qatar Foundation For Education, Science And Community Development**, Qatar

16:15 **Panel Discussion**

- PANEL DISCUSSION**
- The Future – How Do We Ensure Nationalisation Programmes Deliver Their Ultimate Goal**
- Ingredients of a successful nationalisation programme
 - Leadership through nationalisation
 - Achieving nationalisation goals despite the economic crisis
- Abdulla Hood**, Executive Director - Corporate HR, **Savola Food Business**, KSA
- David Walker**, UAE National Development Manager, **Nakheel**, UAE

16:50 Closing Remarks From The Chair And End Of Conference

Sponsorship Opportunities

Rub shoulders with the region's HR leaders who will be looking for solutions and services to help them overcome the key challenges and roadblocks to achieving their Nationalisation goals. They will be networking with potential partners to **evaluate the right consultants** and **service providers** to help them deliver results.

Can you afford not to be there?

There are limited sessions and places available on the programme for our event sponsors, so if you have the solutions please contact **David Thompson** on **+971 4 408 2814** or email **sponsorship@iirme.com** immediately for details on how you can best profile your company at the event.

Post-Conference Workshop C
Wednesday, 24 And Thursday,
25 February 2010

OR

Post-Conference Workshop D
Wednesday, 24 And Thursday,
25 February 2010

Changing Behaviour And Attitudes Of Your National Employees To Achieve Nationalisation Goals

Changing people's behaviour however, can be the hardest thing to change in business, but is absolutely necessary for success. This workshop will give you a comprehensive toolbox and provide you with practical examples of how you can incorporate behaviour change in your nationalisation programmes.

- How does behaviour change?
- How do you recognise behavioural patterns and their impact on the business?
- How do you incorporate behaviour change into your nationalisation strategies?
- Handling cultural sensitivities around behavioral patterns
- Changing behaviour on an individual basis
- How do you ensure you gain the desired behaviour from your key employees?
- The role of senior management, governance, HR, line managers and employees
- Measuring the effect of behaviour change on productivity

Workshop Facilitator to be confirmed

Retention Strategies To Ensure You Keep Your Talented National Employees

Talented Nationals are a precious commodity and highly sought after. Retaining such individuals is tougher than ever, and organisations need to do this effectively instead of simply relying on salary levels. This workshop will outline the key components of effective retention strategies, look at the common challenges faced with retaining talented nationals and give you the skills and tools you need to ensure you hold onto your key staff.

- What drives Nationals?
- What do National employees look for in a job?
- Retention challenges in a dynamic and economically sensitive market
- How do you instil loyalty amongst your key staff?
- Competing on more than just salaries – what works and what doesn't?

Charles Wilson, Senior HR Advisor & Fellow, **Chartered Institute Of Personnel And Development (CIPD)**



“ Informative with good opportunities for questions. ”

Gary Gibson
Training & Development Manager
Dubai Drydocks World LLC, UAE



2010 NATIONALISATION

21 - 15 February 2010 • Al Murooj Rotana Hotel, Dubai, UAE

SIGNIFICANT GROUP DISCOUNTS AVAILABLE!
Contact Details:
Tel: 971-4-3352483
Email:
a.watts@iirme.com

FIVE EASY WAYS TO REGISTER

971-4-3352437

register@iirme.com

IIR Holdings Ltd.
PO Box 21743, Dubai, UAE

971-4-3352438

www.iirme.com/nationalisation

GCS/IIR Holdings Ltd.
PO Box 13977, Muharraq, Kingdom of Bahrain

YES, I want to register for :

	Nationalisation 2010	Price Before 13 December 2009	Price Between 13 December 2009 & 10 January 2010	Price After 10 January 2010
<input type="checkbox"/> 5 days	Two-day conference and workshop A <input type="checkbox"/> or B <input type="checkbox"/> and workshop C <input type="checkbox"/> or D <input type="checkbox"/>	US\$ 3,990	US\$ 4,095	US\$ 4,195
		Save up to US\$ 2,195		
<input type="checkbox"/> 4 days	Two-day conference and workshop C <input type="checkbox"/> or D <input type="checkbox"/>	US\$ 3,595	US\$ 3,695	US\$ 3,795
		Save up to US\$ 1,495		
<input type="checkbox"/> 3 days	Two-day conference and workshop A <input type="checkbox"/> or B <input type="checkbox"/>	US\$ 3,095	US\$ 3,195	US\$ 3,295
		Save up to US\$ 995		
<input type="checkbox"/> 2 days	Two-day conference	US\$ 2,795	US\$ 2,895	US\$ 2,995
		Save up to US\$ 200		
<input type="checkbox"/> 2 days	Workshop C <input type="checkbox"/> or D <input type="checkbox"/>	US\$ 1,895	US\$ 1,995	US\$ 2,095
		Save up to US\$ 200		
<input type="checkbox"/> 1 Day	Workshop A <input type="checkbox"/> or B <input type="checkbox"/>	US\$ 895	US\$ 995	US\$ 1,095
		Save up to US\$ 200		

PERSONAL DETAILS

	Title	First Name	Surname	Job Title	Department	Email	Mobile
1 st Delegate							
2 nd Delegate							
3 rd Delegate							
4 th Delegate							

To assist us with future correspondence, please supply the following details:

Head of Department							
Training Manager							
Booking Contact							

All registrations are subject to our terms and conditions which are available at www.iirme.com/terms. Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

Cancellation

If you are unable to attend, a substitute delegate will be welcome in your place. Registrations cancelled more than 7 days before the Event are subject to a \$200 administration charge. Registration fees for registrations cancelled 7 days or less before the Event must be paid in full. Substitutions are welcome at any time.

Avoid Visa Delays - Book Now

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

All registration are subject to acceptance by IIR which will be confirmed to you in writing.

Due to unforeseen circumstances, the programme may change and IIR reserves the right to alter the venue and/or speakers.

A1059

Company:

Address (if different from label above):

Postcode: Country:.....

Tel: Mobile:

Fax: Email :.....

No. of employees on your site:
1000+ 500-999 250-499 50-249 0-49

Nature of your company's business:

YES! I would like to receive information about future events & services via email. My Email address is:

Payments

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event. You can pay by company cheques or bankers draft in Dirhams or US\$. Please note that all US\$ cheques and drafts should be drawn on a New York bank and an extra amount of US\$ 6 per payment should be added to cover bank clearing charges. All payments should be in favour of IIR Holdings Ltd.

Card Payment

Please charge my credit card: Visa Mastercard American Express

Name on Card:

Card Number:

Exp. Date:

Signature:

Event Venue:

Al Murooj Rotana Hotel, Dubai, UAE Tel: 971-4-3211111

Accommodation Details

We highly recommend you secure your room reservation at the earliest to avoid last minute inconvenience. You can contact the IIR Hospitality Desk for assistance on: Tel: 971-4-4072693 Fax: 971-4-4072517 Email: hospitality@iirme.com