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3ra CORPORATE SOCIAL RESPONSIBILITY

17 – 20 September 2006 🧄 JW Marriott Hotel, Dubai, UAE

35 Speakers

Powerful Sessions
 2 Information-Packed Workshops

A Special Session Featuring: The CSR Bazaar

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United Nations Environmental Programme (UNEP) Finance Initiative, Switzerland

Dr Ola Ullsten Chairman World Council For Corporate

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Shami Nissan Manager - Sustainable Business Solutions PricewaterhouseCoopers, UK

Dr Saad Al Ghamdi Executive Vice President Abdul Latif Jameel Company, KSA

Majied Qasem Partner RAZORView, Jordan Junior Chamber International (JCI), UK Maali Qasem Corporate Governance and CSR Advisor

RAZORView, Jordan

Ibrahim N. Al-Zu'bi West Asia Coordinator UNEP YouthXchange Project, UAE

Robert Hiscox Executive Director World Council For Corporate Governance (WCFCG), UK

Organised By:



www.thecsrsummit.com



Dear Executive,

According to Business In The Community (BITC), more than half of the top 250 companies now produce reports on environmental, social or ethical performance.

An increasing number of publicly listed organisations are becoming more and more interested in acquiring the Sustainability Indexes (Dow Jones Sustainability Index, FTSE 4 Good). Nowadays, the key question is not "How much money did you make?" but *"How did you make your money?"*

Futhermore, consumers have also become more aware and have started to demonstrate a gradual preference towards products and organisations that are associated with a social or environmental benefit.

At the same time, controversy and doubt are also increasing; the media are now suspicious of all corporate activity that claims to be driven by more than sheer short-term profit and "feel-good PR".

The 3rd Corporate Social Responsibility Summit will address all the above issues and more, to examine and evaluate the future of CSR both globally and regionally.

International policy makers and top business executives along with the top representatives from the region will converge in Dubai from **17** – **20 September 2006** for the **3**rd **CSR Summit** to share their thoughts, experience and best practice.

As participants, you will not only hear from leading minds across all industries, but also be able to put questions forward to the experts and take part in lively debates.

We look forward to seeing you all at the 3rd CSR Summit - The region's flagship corporate responsibility event!

Yours sincerely,

P.S. Register for the entire event (four days) by the 2nd July and save US\$ 800!

Christianna Tsiterou Senior Conference Manager

Who Should Attend

- CEOs/CFOs
- General Managers
- Regional Directors
- Managing Directors
- 🗢 Senior VPs/VPs
- Financial Controllers
- Directors of Sales
- Marketing Managers
- HR Directors and Managers
- Lawyers

Summit Programme Advisory Committee

IIR Middle East would like to thank the Summit Advisory Committee for its support and contribution to this important event.

Güler Manisali Darman, Principal, GMD Advisors, Turkey

Imelda Dunlop, Assistant Director Middle East, Prince of Wales International Business Leaders, UAE Nikolas Avlonas, Executive Director, Centre For Sustainability And Excellence (CSE), Belgium Hussain Al Mahmoudi, External Affairs Manager, Shell Markets Middle East, UAE

Running An Environmentally-Friendly Summit

With the aim of running an environmentally-friendly summit, IIR Middle East is working towards minimising the amount of waste used during the conference. For this reason, we will not print out any presentations but rather make them available to you online.

- Consultants
- Business Development Managers
- PR Managers/Directors
- Heads of Product Development
- Heads of Departments/Operations
- Heads of Corporate Affairs
- Heads/Directors of Corporate

Communications

We have also ensured that the venue chosen is a key partner in this objective. As a socially responsible hotel, the JW Marriott Hotel has formally committed itself to the moral and ethical responsibility of protecting the environment for its guests and staff today, and for the benefit of future generations.

Marriott's Environmentally Conscious Hospitality Operations (ECHO) programme is a framework set to encourage and exercise eco-friendly practices without compromising on guest comfort. The hotel has been aggressive in implementing energy and water conservation methods.

A register@iirme.com

ECHO consists of the following categories:

- Conservation
- Waste management
- Recycling
- Education and awareness







Summit Day One: Sunday, 17 September 2006

08:00 Registration

08:30 Chairman's Welcoming Remarks Nikolas Avlonas, Executive Director, Centre For Sustainability And Excellence (CSE), Belgium

08:45 Opening Address

Dubai Chamber Of Commerce And Industry (DCCI), UAE

09:00 Keynote Address

Dr Madhav Mehra, *President*, World Council For Corporate Governance (WCFCG), UK

09:15 Special Address

Gavin Graham, Vice President Business Relations, Shell Middle East, UAE

09:30 Integrating CSR With Your Business Strategy – Getting More Value On Your Investment

Imagine how your long term prospects would look if every employee in your organisation contributed to the success of your CSR strategy! A truly sustainable business! This could be achieved through a more strategic approach to CSR. An approach which integrates the CSR strategy with the business strategy. A CSR programme is truly effective if it is integrated into the organisation's culture. This session will look at:

- Communicating CSR initiatives effectively
- Defining your audiences
- Developing a customised and effective engagement strategy
- Providing clear incentives
- Case Study: Learn how top companies are building CSR excellence into daily management and strategic business planning

Special Address: Jan Noterdaeme, Senior Executive, CSR Europe, Belgium

Keith Brownlie, CR Director – Group HR Advisor, Informa Plc, UK Mohammed Abudawood, General Manager, Abudawood For Industry, KSA

10:30 Networking And Refreshment Break

11:00 CSR – A New Fashion Statement: Many Corporations Are Talking About It; But Which Ones Are Really Taking It Seriously?

- Are we missing the true essence of CSR?
- The significance of leadership in corporate responsibility
- Management approaches to corporate responsibility
- The role of the corporate responsibility practitioner
- Effectively communicating CSR
- The challenges and opportunities of implementation

Victoria Secretan, Director, Corporate Responsibility Group (CRG), UK Matthias Stausberg, Media Relations and Public Affairs, United Nations Global Compact Office, USA

11:30 The Business Case For Sustainable Finance

Finance is about investing in the future. We know that certain trends cannot continue and those which are not sustainable must end. The future of globalisation must be one in which sustainability is a paradigm, a strategic governance component, and also a business case. Sustainable asset management and lending criteria as well as microfinance are key components to spread the benefits of globalisation and achieve the Millennium Development Goals and beyond.

Special Address: Hanns Michael Hölz, Managing Director, Deutsche Bank AG, Germany

12:00 **CSR And Employee Retention: Becoming An Employer Of Choice** Corporate giving has a big effect on workers. It changes morale, for the better.

- 12:30 Lunch Break
- 14:00 Stakeholder Engagement: Delivering Meaningful Results To The Business And Stakeholders What Works, What Doesn't
 - Importance and benefits of stakeholder engagement
 - Sustainable development and growth through stakeholder engagement
 - Importance of effective two-way communication to engage stakeholders to achieve the required results
 - Outlining the best practice approach to stakeholder engagement
 - Providing insights into what works well and and what doesn't
 - Demonstrating the importance of engaging certain stakeholder segments which are relevant to the Middle Eastern context (e.g. local communities directly affected by oil and gas operations)

Majied Qasem, Partner, RAZORView, Jordan

Shami Nissan, Manager - Sustainable Business Solutions, PricewaterhouseCoopers, UK

14:45 Corporate Governance And The Role Of Regulation: Effectively Dealing With The Multiplicity Of Government Rules

Regulators all over the world are pursuing different strategies. In addition to regulatory initiatives, a high number of new corporate governance rules, codes, principles, requirements and indexes have been developed by governments, companies, organisations and stock exchanges to combat governance problems.

- What is the appropriate balance between regulation and market-driven solutions to governance issues?
- How do companies deal with the multiplicity of governance rules when they operate on a global basis?
- Regional/cultural approaches to regulation

Güler Manisali Darman, *Principal*, GMD Advisors, Turkey Robert Hiscox, *Executive Director*, World Council For Corporate Governance (WCFCG), UK

15:45 Networking And Refreshment Break

16:15 CSR: More Than "Feel-Good PR?" – Differentiating CSR From "Promotional Activities"

Financial analysts, rating agencies and insurance companies who rely on corporate data to establish credit ratings and to evaluate the more qualitative aspects of company performance still find it difficult to separate "feel-good" reporting from reliable data. The media find it equally difficult and are suspicious of all corporate activity that claims to be driven by more than sheer short-term profit. How can a company avoid the "feel-good" label when reporting and publicising their CSR efforts?

- Managing and developing CSR effectively
- CSR and its importance in terms of social impact and social risk mitigation
- Absorbing and understanding CSR
- Best practice CSR

Special Address: Ceyda Aydede, *Chairperson*, Global Tanitim, Turkey Dave Robinson, *CEO Middle East*, Hill And Knowlton, UAE Göran Sjöberg, *President and Owner*, Göran Sjöberg Public Relations

AB, Sweden Philippe Georgiou, Public Affairs and Communications Director, Coca Cola

North And West Africa Division, Egypt

Ahmed Bin Ali, Manager Corporate Communications, Etisalat, UAE

17:30 Close Of Summit Day One



19:30 Gala Dinner Sponsored By Shell Middle East <u>Guest Speaker:</u> Dr Ola Ullsten, *Chairman*, World Council For Corporate Governance (WCFCG), Ex Prime Minister of Sweden

It can create a culture employees are proud of. And some people even say a company's good working practice is reason enough to stay with a job and an organisation.

Dr Saad Al Ghamdi, Executive Vice President, Abdul Latif Jameel Company, KSA

There will be no hiding for irresponsible business



www.thecsrsummit.com



08:30 Chairman's Opening Remarks

Nikolas Avlonas, Executive Director, Centre For Sustainability And Excellence (CSE), Belgium

08:45 What Does CSR Really Mean In The Middle East? Are There "Regional" Role Models?

As Middle Eastern business becomes increasingly central to the global marketplace, questions of social, ethical and environmental responsibility have become more pressing than ever.

- What ethics and values guide CSR in the Middle East?
- How does CSR in the Middle East compare with Western concepts?
- What patterns of Middle Eastern CSR are emerging?
 - Microfinance as an issue for CSR
- What criticisms arise of CSR in the Middle East?
- Islam and CSR Giving back to society is rooted in Islamic traditions
- The geography of corporate giving Understanding the forces that drive corporate giving on a local level provides important lessons for executives, policymakers, and the groups who benefit. Global business trends, such as industry consolidation and globalisation might influence local efforts.

Habiba Al Marashi, Chairperson, Emirates Environmental Group (EEG), UAE

Claire Cabanel Rey, Executive Director, Planet Finance, UAE Karim Seifeddine, Head of Public Affairs, Citigroup, UAE Brian Wilkie, Project Chairman, Dubai Community Theatre And Arts Centre, UAE

09:45 CSR And Business Ethics – The Intrinsic Relationship

This session will address the ethics and values that guide CSR and the various cultural and market differences that affect them.

Special Address: Antonis Gortzis, President, European Business Ethics Network, Greek Chapter, Greece

10:15 Networking And Refreshment Break

10:45 Businesses And Their Corporate Responsibility Towards Youth In The Middle East

This panel focuses on the role businesses and organisations can play in addressing the challenge of youth development in the region.

- What are the demographic realities and trends in the MENA region related to youth?
- How can businesses tap the talent, energy and potential of the region's young people?
- What options exist for addressing the daunting problem of youth unemployment and what roles can businesses play?
- Introducing a major new initiative in the region aimed at providing access to business coaching and capital to youth across the region for encouraging entrepreneurship and enterprise development

Imelda Dunlop, Assistant Director Middle East, Prince of Wales International Business Leaders Forum (IBLF), UAE

Osama Fattalah, Chief Strategy Officer and Senior Vice President, Aramex, Jordan

Amr Koura, CEO, Al Karma Edutainment, Egypt

Case Study: UNEP YouthXchange West Asia – Partnering Youth with **Business**

- Background on West Asia

- 12:15 Lunch Break
- 13:45 Introducing The Principles Of Responsible Investment (PRI) And Assessing Their Impact On Investment Returns

There is a growing view among investment professionals that environmental, social and corporate governance (ESG) issues can affect the performance of investment portfolios, but that these issues are not yet being adequately incorporated into investment decision making and ownership practices. To address this issue, in early 2005, the United Nations Secretary-General invited a group of the world's largest institutional investors to join a process to develop the Principles for Responsible Investment (PRI). Individuals representing 20 investment organisations from 12 countries agreed to participate in the Investor Group.

The principles are firmly grounded within the bounds of fiduciary duty and are designed to be compatible with the investment styles of large and highly diversified investors. They are voluntary and aspirational, and provide a menu of possible actions for investors to use as appropriate to manage environmental, social and governance-related risks and opportunities.

- What is the overall goal of the PRI project?
- Why do we need these principles?
- Who created the PRI?
- How will implementing the principles influence returns?
- How do the principles relate to Socially Responsible Investment (SRI)?
- How will PRI help investors in their day-to-day work?

Special Address: Paul Clements-Hunt, Head, United Nations Environmental Programme (UNEP) Finance Initiative, Switzerland

14:15 Special Session: The CSR Bazaar

An interactive session which will give you the opportunity to hear and compare CSR strategies. This session will take place in the exhibition area. At the end, there will be a collective learning and feedback session in the conference hall. All initiatives will be made available to presenters and delegates.

15:30 Doing Well By Doing Good: Social And Environmental Responsibility And Its Impact On The Sustainable Development Of The Business

- Caring for people and the planet is good business
- CSR and the influence of NGOs: To what extend will NGOs continue to drive corporate commitments to CSR?
- Proactivity can save a fortune
- The identified link of social and environmental responsibility on the sustainable development of the business

Rami Ghandour, Executive Director - Corporate Strategy & Investments, Metito, UAE

Maali Qasem, Corporate Governance and CSR Advisor, RAZORView, Jordan

- 16:00 Networking And Refreshment Break
- 16:30 The Road Ahead: How Do We Develop The Next Generation of **Globally Responsible Leaders?**

Güler Manisali Darman, Principal, GMD Advisors, Turkey Matthias Stausberg, Media Relations and Public Affairs, United Nations Global Compact Office, USA Lars Hajlund, President, Junior Chamber International (JCI), UK Antonis Gortzis, President, European Business Ethics Network, Greek Chapter, Greece Nikolas Avlonas, Executive Director, Centre For Sustainability And Excellence (CSE), Belgium

- 🔹 YXC West Asia
- YXC governance

Network of Arab youth leaders towards sustainable development. Ibrahim N. AI-Zu'bi, West Asia Coordinator, UNEP YouthXchange **Project**, UAE

11:45 Evaluating The Social And Environmental Consequences Of Investment – Socially Responsible Investment (SRI)

> Socially responsible investing is a strong and growing force in the investment industry. It is an investment process that evaluates the social and environmental consequences of investments, both positive and negative.

- SRI Criteria
- Investment practices and tools

Kavilash Chawla, Principal, Nur Advisors LLC, USA

Chairman's Closing Remarks – End Of Summit 17:30







Workshop Timings:

Registration will be at 08:00 and the workshops will commence at 08:30 and conclude at 14:30 followed by lunch. There will be two networking and refreshment breaks at approximately 10:30 and 12:30.

Tuesday, 19 September 2006

Post-Summit Workshop A

Design And Implement A CSR Strategy – The Steps To Success

This workshop will present and analyse the notions and tools for proper management of CSR activities as well as look into the best practices already implemented by organisations worldwide. There will be interactive exercises which will provide practical, hands-on ideas and tools for the application and implementation of CSR key elements into each organisation's corporate mission and strategy.

- Introduction to the concept of CSR
- CSR in the USA and Europe Regulation and future trends
- The stakeholder approach and CSR
- Global standards, models and tools for CSR integration
- The importance of CSR, sustainability auditing and reporting



Imelda Dunlop, Assistant Director Middle East Prince of Wales International Business Leaders Forum (IBLF), UAE

Imelda Dunlop represents the IBLF, a not-for-profit international organisation, and leads their programmes in the Middle East. She has extensive experience in facilitating interactive training workshops

aimed at helping executives understand trends, manage priorities and implement programmes across the spectrum of corporate responsibility issues. She has spoken at numerous conferences and published various articles on issues of corporate responsibility, with specific relevance to the Middle Eastern context.

Imelda was formerly a Director of the World Economic Forum in Geneva, Switzerland, where she worked with business executives to progress issues of social importance and business relevance with government, civil society and academia. She also spent a significant portion of her career advising international clients in Europe and Africa on corporate strategy.

Platinum Sponsor



Etisalat has shown its commitment to its social responsibility by using its time and resources to support various activities and initiatives. These have helped create an emotional link between the nation and the Corporation, and raised the profile of the UAE internationally. Etisalat has been one of the largest contributors to UAE Government undertakings spanning the areas of education, social welfare and international relations.

etisalat A core ethos of Etisalat is to give back to communities within which it operates. Etisalat is an enthusiastic supporter of community events as well as of the major tourism and sporting attractions that the UAE is famous for. The Corporation supports conferences, seminars, summits and industry meets to help spread the wealth of knowledge. This focuses not only on industry leaders and players, but is also taken to universities and among youth. This promotes an understanding of the business world, and motivates youth to gain the skills and qualifications necessary to pursue their chosen careers. Etisalat looks to CSR as the hospitality shown to the needs and ambitions of others, and stems from the inherent hospitality in Arab culture. It is natural that this international Corporation with a local essence should conduct itself in the same way.

Silver Sponsor



Formed by a group of young professionals with extensive experience in content development and television programming, alkarma edutainment is on the cutting edge of innovation and creativity in TV "EDU-TAINMENT" (education through entertainment), alkarma edutainment is a fully integrated media service provider, offering expertise in idea conception to content development, production, broadcasting, marketing, and merchandizing support. With over 20 years experience in top-end TV programming and

commercials development and production, and extensive know how through global partnership with Sesame Workshop, the leading TV educational content provider for 8 years, alkarma edutainment has grown from being a local integrated service provider to a well-established and highly regarded regional entity. Through the alkarma edutainment specialized divisions, handling edutainment, entertainment, product / service licensing, and content development, the alkarma edutainment team forms a unique mix of talent and skill reinforced with strategic alliances with major broadcasters and multinational corporations in the Arab World with a key objective to "educate. entertain. inform...make a difference"

Endorsed By



Dubai Chamber of Commerce and Industry (DCCI) was established in 1965 and soon became one of the pioneering chambers of commerce in the GCC countries. During its 40-year-old journey, the DCCI has been the backbone of the commercial and economic activities in the UAE and an indispensable

Wednesday, 20 September 2006 Post-Summit Workshop B

CSR Reporting – Adding Credibility To Sustainability

CSR/Sustainability Reporting as a key practice for building credibility, is becoming a key aspect of CSR. Participants will learn about the new trend to reporting, how to engage their stakeholders and how develop a CSR report and external assurance.

- The business case for CSR reports
- Trends and recent developments
- Reporting and stakeholder engagement
- Principles of global reporting initiative (G3 draft & G2 version)
- Choosing the right assurance for your organisation
- The business case for assuring sustainable reports



Centre For Sustainability And Excellence (CSE), Brussels

Nikolas Avlonas is one of the founders & Executive Director of the Centre for Sustainability and Excellence (CSE) - a think tank and network based in Brussels and Athens - specialised in sustainability, CSR, governance, change management, business ethics and business excellence performance. He has carried out numerous projects in

leading organisations in Europe, including Fortune Global 500 Companies BP plc (UK - Ireland - Italy - Russia - Greece), Lloyds TSB (London), Dell Computers, Mc Cain, TNT, DHL, Lafarge, Eurobank EFG, Deutsche Post, Famar, Peiraus Bank, Bank of Cyprus, Infoquest and many others.

Nikolas is additionally a part-time Professor at the American College Of Greece (Deree College) teaching CSR, Total Quality Management and Supply Chain Management. He is initiator and Vice President of the Greek Institute for Business Ethics (member of the European Business Ethics Network -EBEN) and Scientific Advisor to the European Foundation for Quality Management (EFQM), based in Brussels, in the field of business excellence and CSR. He has also worked with major European organisations including Signess TNL OPACLE. Havds TSP and PL for the development of a CSP European Siemens, TNT, ORACLE ,Lloyds TSB and BT for the development of a CSR European framework and relevant tools/methodologies fully supported by the United Nations and Secretary General Kofi Annan.

He has extensive international experience in executive training having taught over 1500 managers in public and private sector organisations worldwide. He has been invited as a key note speaker, to many international conferences all over the world promoting sustainability and excellence.

In Association With



The companies of the Royal Dutch/Shell Group have an integrated vision of sustainability built on three pillars: economic progress, social development and environmental improvement. The Shell commitment to sustainable development is being incorporated into strategic planning and the daily conduct of the business. However, there is a long road ahead, and Shell companies are aware that they are still only taking the first steps. There are tools to be invented, processes to be developed and many questions still to be

answered. Some of the dilemmas to be faced arise in determining: the best approach to the issue of climate change; the most effective route to build up renewable energy sources; and the extent to which new expectations about the role of business in society can be met, for example, in relation to environmental protection and human rights. Dealing with these issues calls for openness and accountability, including dialogue and debate with the relevant stakeholders. The Royal Dutch/ Shell Group believes that the challenging journey towards sustainability offers exciting prospects for new ways of thinking and acting. These will stimulate innovative approaches, opening up new commercial opportunities for those businesses committed to helping create a sustainable future for tomorrow's children

Supported By

CENTRE NY SUSTAPABLITY AND EXCELLENCE

CSE is a leading edge organization & partner promoting Sustainability based in Brussels & Athens. It is the outcome of the cooperation between experts with international experience and acknowledged scientists, who deal with, apply and provide support in the most advanced practical methodologies & models supporting sustainability. Through its network of international partners, CSE offers coaching in a vast array of services related to contemporary, innovative management methodologies promoting Sustainability and Business Excellence



The Emirates Environmental Group (EEG) is a voluntary, non-profit, non-government organization (NGO) devoted to protecting the environment through means of education, action programs and community involvement. EEG is actively encouraged and supported by concerned local and federal government agencies. It is the first environmental NGO in the world to be ISO 14001 certified and the only organisation of its kind in the UAE with accredited status to the United Nations Convention for Combating Desertification (UNCCD). In August 2005 EEG's work was recognised on the international stage by its accreditation to the United Nations

Official Business Publication

Environment Programme Governing Council.



source of competitive advantage for the business community in Dubai. Starting with 450 members only the DCCI succeeded in attracting more than 79000 members thanks to its well-established strategy and mission which it has adopted to be the first choice for support and assistance to businessmen and investors in Dubai

It plays a significant role in supporting business activities, developing the legislations that regulate the economic sectors and proposing the suggestions which greatly helped in developing the institutional role of the government departments and linking with the international organizations. The DCCI ensures its vision and mission by providing value-added services such as data management and business research, mediation and arbitration, receiving and sending trade missions and delegations, organizing trade fairs and exhibitions, enterpreneurial training, serving business groups and councils, credit rating service and issuing certificates of origin to exporters and other commercial services. The DCCI is presented around the globe through its membership in the joint Chambers of Commerce and the meetings of international economics conferences and exhibitions



The United Nations Development Programme, the UN's Development Network, focuses on Democratic Governance, Poverty Reduction, Crisis Prevention, Energy and Environment, and HIV AIDS. In the UAE, the UNDP gives particular attention to institutional and human resource development, international trade, the role of women and ICT for development. On the ground in countries, the UNDP works closely with governments, corporations, and civil society alike. It has partnerships with businesses all over the world.



UNEP FI is a public-private partnership between the United Nations Environment Programme (UNEP) and the global financial sector aiming to support and expand sustainable practice throughout financial companies' activities. Since its founding in 1992, UNEP FI has grown to

include over 160 banks, asset managers, insurances, re-insurances, and pension funds from more than 44 nations. It is today the largest global voluntary partnership on sustainable development between the international financial and intergovernmental communities, aiming to support and expand sustainable practice throughout financial companies' activities.



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Are you looking for a creative way to reach top-level decision makers? Why not consider sponsorship or exhibiting? Sponsorship or exhibit space at this conference offers you the perfect forum to showcase your products and services. This is your chance to make valuable contacts and have your exhibit space serve as your communications centre. For more information on sponsorship and exhibit opportunities call Timothy Hawes, Director- Business Solutions on 971-4-3365161, Ext: 142 or email timothy.hawes@iirme.com

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3rd

Remember to quote your VIP Code when registering to be entered into a draw to WIN US\$ 250 Dubai Duty Free Vouchers.

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YES, I want to register for:

Event Date Two Day Summit Sunday, 17 & Monday, 18 September 2006 Post-Summit Workshop A Tuesday, 19 September 2006 Post Summit Workshop B Wednesday, 20 September 2006

Special Discounts

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Register for the entire event (4 days)

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Fees include documentation, luncheon, refreshments and a certificate of attendance

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Register for the entire event (4 days) by 2 July 2006 SAVE an additional US\$ 300 (total US\$ 800) Pay US\$ 2,885 / AED 10,595 Register for the entire event (4 days) by 23 July 2006 SAVE an additional US\$ 200 (total US\$ 700) Pay US\$ 2,985 / AED 10,962

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2 nd Delegate						
3 rd Delegate						
4 th Delegate						
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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 this is not suitable, a US\$ 200 service charge 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.

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Cancellation

If you are unable to attend, a substitute delegate will be very welcome in your place. If will be payable. Registrations cancelled less than seven days before the event must be paid in full.

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JW Marriott Hotel, Dubai, UAE Tel: 971-4-2624444 Fax: 971-4-2626264 BOOK NOW by contacting the hotel directly.

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hotel they wish to stay at directly, as soon as

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LM **PG M997** MANAGEMENT

possible. Visas for non-GCC nationals may take

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

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Dr Madhav Mehra World Council For Corporate Governance (WCFCG), UK



Michael Hölz Managing Director Deutsche Bank AG, Germany



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Global Tanitim, Turkey



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