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Dubai, Designed for What's Next

— NOVEMBER 2025 —

The Right Place at the Right Time

Few cities in the world have rewritten their own story as rapidly and confidently as Dubai. Once known for its bold architecture and desert ambitions, it now stands among the world's most forward-thinking urban centres, a hub where ideas, innovation and collaboration intersect with purpose. For international associations and organisations, this evolution offers both a meeting ground and a model: a destination designed not just to host the world, but to help shape its future.

Dubai's rise has been anything but accidental. Over the past two decades, the city has pursued a clear strategy of diversification, digitalisation and global engagement, turning itself into a dynamic crossroads for business, research, and culture. Today, it consistently ranks among the world's top performers in global competitiveness and smart-city indices. According to the 2025 IMD Smart City Index, Dubai has leapt eight places to fourth position worldwide – the highest ranking in the GCC, the Arab world and Asia – reflecting both the quality of its services and the satisfaction of its residents.

Strategic investments in infrastructure, technology, and talent have created a city where efficiency meets creativity. Artificial intelligence now powers Dubai's transport networks, reducing congestion by up to 25%. Its integrated logistics platforms link two international airports,

one of the world's busiest seaports and a vast network of road and rail connections, all within a few kilometres. These systems don't only move people and goods, they move ideas as well, enabling seamless connectivity for business events and global gatherings.

Infrastructure excellence & strategic collaboration

Dubai's strength lies in its ability to align ambition with execution. Government entities and private stakeholders collaborate closely, ensuring that development remains consistent with the city's long-term economic and social goals. The result is a destination that functions as a complete ecosystem: world-class convention centres and hotels supported by state-of-the-art transport, hospitality, and technology infrastructure.

From the Dubai World Trade Centre to the Dubai Exhibition Centre at Expo City Dubai, venues are designed not merely as spaces for events but as platforms for global collaboration. Together, the Dubai World Trade Centre and the Dubai Exhibition Centre at Expo City Dubai form two primary event campuses for the city, each supported by a wider portfolio of specialised venues across the emirate. DEC, the year-round legacy venue of Expo 2020, is set to expand significantly – nearly doubling its exhibition space by 2026, hosting prominent events such as GITEX and able to host a single mega-event across the full footprint or up to 20 simultaneous smaller events – while Dubai's broader venue landscape, from purpose-built arenas to cultural landmarks and waterfront districts, provides adaptable, high-quality settings for events of every scale.



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The city's hospitality sector mirrors this ambition: 119 Michelin-recognised restaurants across 35 cuisines, world-leading service standards, and the distinction of being the first Certified Autism Destination in the eastern hemisphere, a milestone in accessible tourism.

The city's education landscape underscores the same commitment to excellence. In 2025-26 alone, 25 new private institutions will open, expanding access to quality learning from early childhood through higher education. Dubai's Knowledge and Human Development Authority now oversees more than 600 educational facilities, reinforcing the city's reputation as a global knowledge hub.

A magnet for innovation & knowledge exchange

Dubai's transformation into a magnet for innovators, researchers and entrepreneurs reflects its belief that the future is built through collaboration and creativity. Purpose-built districts such as Dubai Internet City, Dubai Science Park and Dubai International Financial Centre have become microcosms of international cooperation, connecting industries, academia and policymakers in ways that continually spark new ideas.

This atmosphere of openness directly benefits the association community. Through the Dubai Association Centre (DAC), international organisations can establish a base in the region with legal recognition, access to local networks and tailored support. Combined with the efforts of Dubai Business Events (DBE), the city's convention bureau, this ecosystem gives associations the practical foundation and the intellectual environment they need to thrive.

In 2024, DBE secured 437 bids for international conferences, congresses and incentive programmes, a 20% increase year on year, while in H1 2025, DBE confirmed 249 successful bids to

host international business events in the years ahead, representing more than 127,000 delegates and sustained year-on-year growth in bid performance. These events will attract more than 330,000 delegates and include major gatherings such as the World Congress of Neurosurgery (2025), the UITP Global Summit (2026), and the Scientific Assembly of the Committee on Space Research (2028).

Dubai also ranks number one globally for highest attendee number per association meeting and retained its number one spot in the Middle East and Africa for total number of association meetings hosted, according to the International Congress and Convention Association (ICCA), demonstrating the scale and impact of events hosted in the city.

Ahmed Al Khaja, CEO, Dubai Festivals and Retail Establishment, says: *"Guided by the vision of our leadership, business events continue to play a vital role in advancing Dubai's D33 ambitions and supporting our wider economic priorities. The strength of our international pipeline reflects Dubai's readiness to deliver world-class infrastructure, experiences, and opportunities for impactful knowledge sharing."*

A sustainable & forward-looking vision

Dubai's evolution is defined not only by its scale but by its direction. The Dubai Economic Agenda (D33) and

the UAE Net Zero 2050 initiative both link growth to sustainability, seeking to double the size of the economy while embedding environmental and social responsibility at every level. Renewable energy investment, biofuel provision at Jebel Ali Port, and 50,000 sqm of solar panels powering container operations are among the tangible steps driving progress.

The city's maritime sector is already a case study in how this vision translates into practice. Ranked fifth globally and first in the Arab world in the International Shipping Centre Development Index, Dubai's Jebel Ali Port handled 15.5 million TEUs in 2024, its best performance since 2015, while cutting annual CO₂ emissions by 2,000 tons.

What it means for associations

For international associations, Dubai's transformation represents a rare convergence of opportunity and alignment. It is a city where infrastructure and innovation support impact, where sustainability and growth are pursued hand in hand, and where government vision meets private-sector agility.

At a time when organisations worldwide are redefining their purpose and measuring success through legacy as much as logistics, Dubai offers both. It provides a stage for global dialogue, access to emerging markets, and a setting that embodies optimism about the future.



Associations in Dubai: A Shared Purpose

The Dubai Association Centre (DAC) Conference has become a defining platform for global association leadership. At the 2024 edition, held under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, the theme “Value Amplified – Associations Empowering Change” underscored the evolving strategic role of associations worldwide.

Over two days, the conversations moved far beyond operational models or membership growth. Delegates explored how associations can become engines of transformation – shaping industries, influencing policy, and creating legacies that extend well beyond their events.

As His Excellency Helal Saeed Almarri, Director-General of the Dubai Department of Economy and Tourism and Dubai World Trade Centre Authority, said: *“Through the Dubai Association Centre Conference, the city has consistently demonstrated a commitment to not only developing a vibrant association community here, but also offering a platform to navigate change and forge new paths for the sector globally.”*

For Dubai, this dialogue actually reflected a vision the city has pursued for more than a decade: to make associations not just visitors or clients, but strategic partners in its economic and social development.

A Home for Global Associations

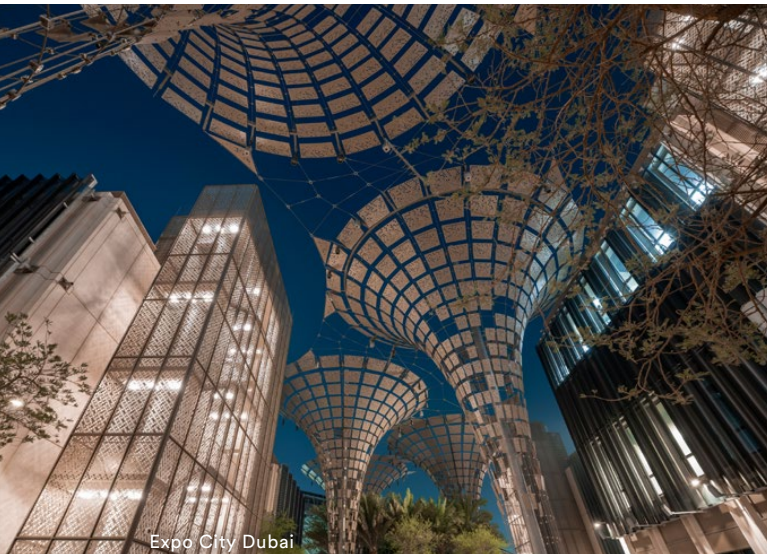
Established in 2014, the Dubai Association Centre (DAC) embodies this philosophy. A joint initiative of Dubai Chambers, the Department of Economy and Tourism (DET), and the Dubai World Trade Centre Authority (DWTC), DAC was designed as a one-stop platform to help international associations establish a presence in the region.

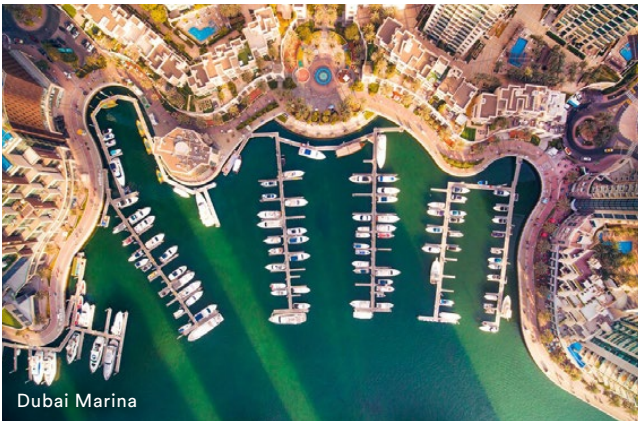
Today, nearly 100 associations operate under its umbrella, spanning sectors from healthcare and hospitality to energy, manufacturing, and education. DAC provides them not just with office space at One Central, but with a community of practice, a place where organisations can share resources, access professional support, and connect with regional partners.

The model is simple but powerful: DAC takes care of the licensing and legal structure, while associations retain full autonomy in governance and membership decisions. This enables international organisations to operate locally with confidence, compliance, and credibility – an essential combination in a rapidly evolving global environment.

Built on Vision

A series of long-term policy frameworks support Dubai’s association ecosystem. D33 aims to position Dubai among the top three global urban economies and raise private-sector investment to AED 1 trillion by 2033. The Education 33





Strategy focuses on quality learning at every stage, building the talent pipeline that fuels innovation.

City-wide initiatives, such as the AI Roadmap, the Quality of Life Strategy 2033, and the Dubai 2040 Urban Master Plan, align sustainability, innovation, and inclusivity goals across sectors. For associations, this creates opportunities to integrate local expertise into programmes and leave lasting legacies through research, community engagement, capacity building, and environmental stewardship.

Through these strategies, Dubai demonstrates that associations are central to its global ambitions, as they help shape policy and sustain the emirate's knowledge economy.

Empowering Advocacy: The AI Safer Congress Ambassador Programme

A linchpin of Dubai Business Events' strategy – the AI Safer Congress Ambassador Programme, mobilises UAE-based leaders from government, academia, industry, and key sectors to champion international congresses in Dubai. Since its launch, the programme has become one of the region's most effective tools for turning local expertise into global events.

Ambassadors actively champion bidding and hosting efforts by aligning proposed events with national and sector priorities. They leverage their networks and subject-matter credibility to shape event narratives, content, partnerships, and legacy programmes. By mid-2025, the programme had grown to more than 370 ambassadors, who collectively drove 51 ambassador-led bids in the first half of the year alone.

The AI Safer programme has become essential to Dubai's ability to attract international events. Senior ambassadors from healthcare, education, and technology sectors highlight how it connects Dubai's brightest minds to the global stage, uniting local expertise with international opportunities.



Winning Through Partnership

In 2025, Dubai Business Events received the Association Development Award at the ICCA Middle East Summit. The award cited AI Safer as a distinguishing factor in Dubai's amplified global events pipeline. It recognised the Dubai Association Centre as the only initiative at this level in the Gulf region.

The first half of 2025 brought strong results, with 249 successful bids confirmed across 2025 to 2029, representing 127,087 delegates and a 29% increase in bid submissions compared to the same period in 2024. Of these, 51 were ambassador-led bids, and 32 have already been won. These figures demonstrate how AI Safer transforms local credibility into international conferences, creating a bridge between Dubai's expertise and the global association community.

But winning a bid is just the beginning for associations. By partnering with AI Safer ambassadors, the real value lies in deep local integration, with access to institutional, regulatory, and sectoral insiders who understand how Dubai works. Ambassador endorsement brings credibility and relevance within local, regional, and sector ecosystems, helping associations connect with the right partners and stakeholders.

More importantly, ambassadors help embed meaningful programmes into event outcomes. This includes research collaborations, capacity-building initiatives, and sustainable projects that create lasting impact. As the network continues to grow across verticals like healthcare, sustainability, and technology, AI Safer strengthens Dubai's appeal for cross-disciplinary associations that want to make a mark.

AI Safer represents a distinctive approach in a crowded field. It turns destination marketing into a genuine partnership, making every bid win the start of something bigger.

That same collaborative spirit extends beyond associations to the city's wider knowledge and innovation ecosystem, where academia, industry, and government connect to transform ideas into real-world solutions.

Where Knowledge Fuels Connection

In Dubai, knowledge is not confined to textbooks or laboratories. It is a living organism that evolves and improves with time, experience and human investment. The growing knowledge economy presents a ready-made ecosystem for thought leadership, research collaboration, and legacy creation. From life sciences to logistics, the emirate's interconnected hubs are transforming the city into a platform for associations to create lasting impact.

Life Sciences & Healthcare Innovation

Dubai's life sciences sector has strategically grown from the ground up. The Dubai Science Park shows the city's ambition, hosting over 500 companies and employing more than 6,500 professionals. Multinationals such as AstraZeneca, Pfizer, Bayer, and BeiGene stand shoulder to shoulder with emerging biotech firms, creating a fertile environment for innovation across the healthcare spectrum.

This hub's infrastructure is as forward-thinking as the companies that operate there – from LEED-certified laboratories and Grade-A offices to dedicated logistics facilities that make research and manufacturing seamless. Meanwhile, the in5 Science incubator has become a launchpad for next-generation pioneers working in mental health technologies, genomics, and precision medicine.

These efforts are bolstered by the Dubai Health Strategy 2025, the Dubai R&D Programme, and the national We the

UAE 2031 Vision, which bring together hospitals, research institutions, and private innovators into one cohesive ecosystem. The result? Dubai is now recognised as a regional leader in personalised medicine, digital health, and gene therapy.

For associations, this means the opportunity to go beyond simply hosting a congress. A medical or pharmaceutical event here can engage directly with the city's scientific community, collaborate on research, or co-develop educational initiatives that leave a tangible legacy. Conferences have the opportunity to move outside the walls of the conference centre and into the labs where change is made.

Technology & Digital Transformation

If life sciences define Dubai's human resilience, technology defines its pace. The emirate's Dubai Internet City (DIC) remains one of the Middle East's most prominent technology clusters, home to 4,000 companies and 31,000 professionals, including industry leaders like Google, Microsoft, IBM, and Cisco.

DIC's 19 R&D and innovation centres, together with the in5 incubator,



Surreal Water Feature, Expo City Dubai

nurture a thriving startup culture that acts across technology, media, design, and science. The atmosphere is one of collaboration, where established global players and emerging innovators exchange ideas as freely as data flows through the city's networks.

Supporting these activities, the Dubai AI Strategy 2031, the Smart Dubai Platform, and a host of government-backed innovation accelerators are embedding technology into the city's DNA. Whether through AI-driven governance, fintech ecosystems, or smart mobility projects, Dubai is moving from digital theory into practice. Nationally, the UAE aims to raise the contribution of the digital economy to non-oil GDP from around 12% to 20% by 2030, with artificial intelligence alone forecast to add close to USD 96 billion to growth.

It's no surprise that Dubai has become a preferred stage for technology congresses seeking not only visibility but meaningful exchange. Events can draw on the expertise of those shaping the region's technology landscape, professionals who combine commercial insight with community purpose.

Education & Talent Development

Dubai's knowledge hubs rest upon a strong foundation of education. The Knowledge and Human Development Authority (KHDA) continues to expand this base, having approved 25 new private education institutions for the 2025-26 academic year -including 16 early childhood centres, six schools, and three universities - creating over 11,700 new school seats and accommodating more than 2,400 new early learners.

Among the latest universities joining Dubai's academic community are the Indian Institute of Management Ahmedabad (IIMA), the American University of Beirut, and the Fakeeh College for Medical Sciences. They join an already established network of 331 early



childhood centres, 233 schools, and 44 higher education institutions.

This expansion is part of Dubai's D33 Economic Agenda, which aims to prepare a future-ready workforce equipped with expertise in STEM, logistics, creative industries, and health sciences. The strategy is as much about global recognition as it is about home-grown talent, attracting international faculty, encouraging research partnerships, and developing the skills pipeline that feeds directly into Dubai's knowledge sectors.

Through Dubai's education hubs, international collaboration becomes easy. Associations hosting events in Dubai can benefit directly from this environment: accessing a pool of expert academics for content, engaging students as volunteers or delegates, or collaborating on research initiatives and scholarships.

Logistics & Global Connectivity

Connectivity is essential to the support and evolution of Dubai's knowledge economy. The emirate's logistics sector is not only a trade enabler but also a facilitator of knowledge exchange. The Jebel Ali Port, managed by DP World, ranks fifth globally and first in the Arab

world in the 2025 International Shipping Centre Development Index. In 2024, it handled 15.5 million TEUs, representing about 18% of DP World's total global throughput.

What's equally noteworthy is the sector's commitment to sustainability. Investments in biofuels, 50,000 sqm of rooftop solar panels, and electric vehicles are expected to cut carbon emissions by more than 2,000 tonnes annually, in line with the UAE's Net Zero 2050 pledge.

The port's integration with Jafza Free Zone, Etihad Rail, and Dubai's airport network ensures uninterrupted movement of goods and people; an invaluable asset for global associations managing complex logistics for congresses and exhibitions. As one organiser put it, *"In Dubai, even the containers move with purpose."*

Looking ahead, the ongoing expansion of Al Maktoum International Airport will further elevate Dubai's global connectivity. Set to become the primary aviation hub by 2032, the airport will feature capacity for up to 260 million passengers annually, creating one of the world's most advanced and efficient gateways for international travel and large-scale events.



Cross-Sector Collaboration & Knowledge Exchange

What truly sets Dubai apart is the way these hubs connect and cross-pollinate. It's not unusual for a life sciences firm to partner with a tech startup on a digital health platform, or for a university research centre to work with a logistics company to optimise supply chains. Incubators like in5 bring entrepreneurs from various disciplines together, fuelling innovation through proximity.

From free zones and incubators to research clusters and global accelerators, Dubai has cultivated a dynamic ecosystem where academia, industry and government collaborate seamlessly to ensure that innovation moves from idea to impact, faster than ever before.

Government initiatives encourage associations to integrate with this ecosystem offering access to labs, R&D facilities, innovation districts, and collaborative spaces. By connecting their events within these networks, associations can ensure that their programmes resonate locally and contribute meaningfully to Dubai's broader knowledge agenda. Supporting this ecosystem, the Mohammed bin Rashid Al Maktoum Knowledge Foundation promotes research funding, knowledge

transfer and regional leadership programmes, reinforcing Dubai's role as a hub for intellectual capital.

Whether it's a healthcare congress drawing on Dubai Science Park's research capabilities, a technology summit tapping into DIC's AI expertise, or a logistics event engaging DP World's sustainability strategies, every gathering in Dubai has the potential to build

a knowledge legacy that extends far beyond the closing ceremony.

In Dubai, the exchange of knowledge has become a defining force, not a consequence of growth but its very foundation. By aligning with Dubai's knowledge hubs, associations can transform meetings into movements, ensuring that the conversations started here continue to shape industries long after the conference lights go down.

CERTIFIED SUSTAINABLE PARTNERS

Sector	Anchor Hub or Initiative	Key Figures & Facts
Life Sciences & Healthcare	Dubai Science Park	500+ companies, 6,500 professionals, LEED-certified labs, home to Pfizer & AstraZeneca
Technology & Digital Economy	Dubai Internet City	4,000 companies, 31,000 professionals, 19 R&D centres
Education & Talent	KHDA & D33 Agenda	25 new institutions in 2025–26; IIMA, AUB & Fakeeh College among latest additions
Logistics & Connectivity	Jebel Ali Port (DP World)	15.5 million TEUs handled in 2024; 2,000+ tonnes CO ₂ reduction annually
Sustainability & Innovation	In5 & Net Zero 2050	Incubators supporting cross-sector R&D; government alignment on carbon neutrality

Designing a Sustainable Future

Dubai is looking at the bigger picture when it comes to sustainability and inclusivity, aligning its programmes with the UAE Net Zero 2050 Strategy, the UN Sustainable Development Goals 2030, and the Dubai Economic Agenda D33. By embedding sustainability into every layer of its tourism and events ecosystem, Dubai is giving real substance to the COP28 UAE Consensus and ensuring that growth and responsibility move in sync.

Dubai's commitment to sustainable event management is tangible, and perhaps nowhere more visible than at Expo City Dubai. Following an independent audit by Bureau Veritas, six venues within the precinct – Al Wasl Plaza, the Connect Conference Centre (C3), Terra, Alif, Nexus and the Women's Pavilion – received ISO 20121:2024 certification. It is the first time multiple venues at a single destination in the UAE have achieved certification simultaneously.

The Dubai Department of Economy and Tourism (DET) is also encouraging planners to adopt similar standards across the board. Venues across the city are securing accreditation under ISO 20121, EarthCheck and Green Globe, while DET's forthcoming Dubai Sustainable Event Guide, set to launch in 2026, will help organisers adopt best practices in waste management, carbon reduction, energy efficiency and inclusive planning.

Hospitality in Balance

Since its launch in 2016, the Dubai Sustainable Tourism (DST) initiative has driven sustainability across the hospitality sector. Built around four pillars (Standards, Awards, Programmes, and Education) DST supports hotels and attractions in embedding responsible practices into everyday operations.

Central to this effort is the Carbon Calculator, a tool that allows hotels to monitor their environmental footprint across nine emission sources, from electricity and district cooling to waste and transport fuel. The system, upgraded in 2023, provides real-time data that helps operators set carbon reduction targets and identify efficiency gains.

The results speak for themselves. In 2025, 153 hotels were awarded the Dubai Sustainable Tourism Stamp, marking a 118% increase from the inaugural year. Properties are evaluated against 19 criteria covering energy, water, waste management, guest engagement and staff training, and classified under a three-tier system: gold, silver and bronze. Certification lasts one year, creating a continuous cycle of improvement.

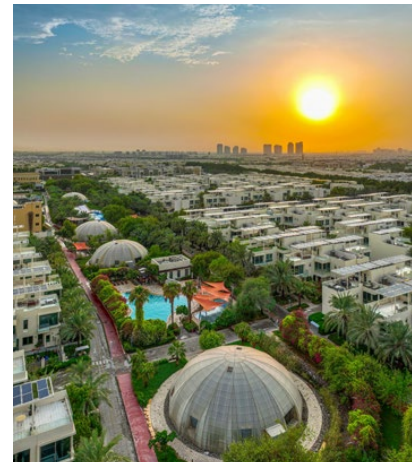
By linking the DST Stamp directly to the Net Zero 2050 Strategy and integrating tools such as the Carbon Calculator and the Dubai Can initiative, DET is turning sustainability into a shared language across the sector.

Circular Thinking and Carbon Action

Dubai's circular economy initiatives extend far beyond the boardroom. The Dubai Can – Refill for Life campaign, launched in 2022, has encouraged nearly 1,000 city stakeholders to adopt refill systems and cut down on single-use plastics. Its 53 public refill stations

have already dispensed more than 15 million litres of chilled water, preventing the use of over 30 million plastic bottles. Hotels and venues participating in the scheme provide reusable bottles and fountains, helping associations eliminate plastic waste across events and exhibitions.

Expanding the initiative's environmental reach, Dubai Reef, part of the same sustainability umbrella, represents the world's first large-scale reef development project. Planned to deploy 20,000 artificial reef modules across 600 square kilometres, it aims to regenerate marine ecosystems, stimulate ecotourism, and contribute to ocean health research.



Urban Planning for a Greener City

Sustainability in Dubai is also structural. The Dubai 2040 Urban Master Plan envisions a city that is greener, more connected and designed around wellbeing. The plan will see green and recreational spaces double, with natural reserves and rural areas covering 60% of the emirate, while public beaches will expand by 400%.

At the same time, the city is planning a 100% increase in tourism space, ensuring that new hotels and event facilities are built with sustainable design and mobility in mind. Green corridors linking residential, commercial and leisure areas will promote walking, cycling and electric public transport, supported by the Dubai Marine Transport Master Plan 2030 and the RTA Strategic Plan 2024–2030. The ultimate goal is a 20-minute

city, where residents and visitors can reach 80% of their daily needs within a short walk or cycle.

This means reduced delegate travel emissions and a more seamless visitor experience.

Inclusive by Design

Dubai's sustainability model is as social as it is environmental. In April 2025, the city was recognised as the first Certified Autism Destination™ in the Eastern Hemisphere, highlighting a citywide effort to ensure that every visitor feels welcome. Major attractions, hotels and even public beaches now hold Certified Autism Center™ status, while Dubai International Airport became the first international hub to earn the designation in 2023.

Education is behind this progress. Through the Dubai College of Tourism's

“Dubai Way” platform, more than 140,000 people have completed courses in sustainable tourism, inclusive service and autism awareness, with 21,000 individuals receiving advanced sensory training. This highly trained workforce allows associations to deliver events that are both inclusive and exceptional, ensuring that accessibility is embedded from planning to execution.

Dubai's Clean Energy Strategy 2050 aims for 100% renewable energy generation by mid-century, supported by electric and hybrid transport systems, large-scale recycling, and zero-waste initiatives across the hospitality sector. These actions place Dubai among the world's most forward-looking partners in climate action, and position it as a destination where sustainability and innovation reinforce each other.



Mohammed bin Rashid Al Maktoum Solar Park

Case Study

Sibos in Dubai

When the world's financial community gathers in Dubai in 2029 for Sibos, it will be both a homecoming and a milestone. Organised by Swift, the Society for Worldwide Interbank Financial Telecommunication, the annual event has grown from a banking operations seminar into one of the most influential gatherings on the global finance calendar. Its return to Dubai, which last hosted Sibos in 2013, reflects not just logistical readiness but the city's growing role at the centre of international finance and innovation.

"Dubai's strategic location at the crossroads of Europe, Asia and Africa makes it an ideal meeting point for the global financial community," says Alan Rowan, Head of Sibos at Swift. *"The city offers unparalleled connectivity and accessibility for delegates from across the world."*

That accessibility is reinforced by a proven record of success. The UAE Banks Federation, representing more than 50 member banks, backed the 2029 bid, and Dubai's International Financial Centre (DIFC), home to nearly 7,000 businesses, underscores the city's strength as one of the fastest-growing financial and fintech hubs globally. For Rowan, this thriving ecosystem aligns perfectly with Sibos' central themes: innovation, collaboration, and digital transformation.

A New Rotation Model

The 2029 edition will also inaugurate a new rotation model for Sibos, expanding beyond established markets. *"Hosting Sibos in Dubai marks the launch of a new rotation model that includes high-growth economies in Asia, the Middle East, Africa and Latin America every four years,"* Rowan explains. *"This reinforces Swift's commitment to fostering cross-border collaboration and strengthening the global financial ecosystem."*

Dubai's own economic agenda supports this vision. Through heavy investment in digital infrastructure and automation, the city provides a dynamic platform for the technologies reshaping global finance, from cross-border payments to digital currencies and tokenised assets.

A City Built for Global Events

Operationally, Dubai checks every box. *"World-class venues, cutting-edge technology and efficient logistics – all essential for*

an event of Sibos' scale," Rowan says. The Dubai International Convention and Exhibition Centre will host the event, supported by extensive accommodation options, high service standards, and one of the world's most connected airport networks.

Equally important is Dubai's smart infrastructure and cybersecurity readiness, which align closely with Swift's priorities for reliability and secure digital communication.

As for sustainability, it has become integral to Sibos' planning, and Dubai provides the ideal partner in this respect. *"Sustainability is a core priority for Sibos, and Dubai's commitment to green development strongly supports these efforts,"* Rowan notes. The venue is LEED-certified, the city promotes electric and hybrid transport, and its hospitality sector increasingly operates on zero-waste principles.

Dubai's broader environmental goals – anchored in its Clean Energy Strategy 2050 and its experience hosting COP28 – further reinforce its credentials as a forward-looking partner in climate action.

But Sibos in Dubai will also serve as a global platform for dialogue. *"Hosting Sibos in Dubai reinforces our vision,"* Rowan concludes. *"It brings together stakeholders from across geographies to collaborate on the future of finance and ensures that the conversation is shaped by a broad spectrum of voices."*

Sibos in Dubai will not only mark a milestone for the financial sector, with legacy in the long-view Sibos will underscore Dubai's enduring role as a city designed for what's next – especially for associations and global organisations.

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