
Governance Framework

Interactive Advertising Bureau

Prepared by
Business Planning Committee

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Board of Directors

1. Introduction

The members of the IAB MENA Board of Directors are the organization's fiduciaries, whose primary responsibility is to act on behalf of the organization in good faith and trust, to steer the organization towards a sustainable future. The members of the Board of Directors are responsible, individually and collectively, to adopt ethical, financial, and legal governance policies, as well as hold the executive team accountable to advance the organization's mission.

Currently, the organization has a part-time Executive Director, as such, the members of the Board operate in a hybrid operational and oversight capacity. It is recommended for the IAB to have a full-time ED, and consequently, for the Board of Directors to transition to focus on oversight, the crucial role of advocating for the mission of the IAB MENA and fundraising.

2. Board Structure

- 2.1. In line with the Board resolution to endorse the D, E & I principles of the organization, the board will be mandated to have a minimum of 50% of its directors to be women. This mandate will be communicated as part of the elections pack to be distributed to member companies, encouraging them to put forward female candidates for nomination. To avoid a situation of hung election, the ED will have a striking call to run the elections with a minimum of 30% women representation on the board, only in the event that nominations were not sufficient to fulfill the 50% requirement.
- 2.2. The board has 15 seats, distributed equally across 3 member categories:
 - 2.2.1. Publishers and digital advertising sales organizations
 - 2.2.2. Technology and Research companies
 - 2.2.3. Media Agencies, Agency holding networks and specialist agencies

- 2.3. As the IAB continues to strive for greater inclusiveness and wider representation of the digital ecosystem in MENA, the consideration for Advertiser organizations to be represented on the board becomes a fair and logical one. As there are no member companies eligible for consideration to a board seat within the current membership, this matter will be deferred until further notice.

3. Board Duties and Responsibilities

- 3.1. Expectations of the Board as a whole, in accordance with the AoA
 - 3.1.1. Determining the Vision, Mission and Values of the Association;
 - 3.1.2. Selecting and evaluating the performance of the Executive Director and other senior leadership;
 - 3.1.3. Ensuring strong Fiduciary oversight and financial management;
 - 3.1.4. Fundraising and resource attraction;
 - 3.1.5. Establishing, approving, funding and monitoring the initiatives of the IAB MENA;
 - 3.1.6. Enhancing the reputation of the IAB MENA;
 - 3.1.7. Monitoring its own organizational effectiveness in driving the mission of the IAB MENA and taking remedial action where required, such as imposing processes, bylaws and regulations;
 - 3.1.8. Establishing and monitoring committees and workgroups for the performance of the associations' initiatives, actions and outputs to ensure the execution of the IAB MENA's mission;
 - 3.1.9. Representing the interests of the IAB MENA in executing its vision and mission;
 - 3.1.10. Preparation, management and monitoring of the annual budget;
 - 3.1.11. Preparation and presentation of an AGM to members including previous action summaries, plans and budget updates;
 - 3.1.12. To delegate the powers it possesses to manage the business of the Association, to a Committee of its own members who shall, in the functions entrusted to it, conform in all respects to the instructions and regulations given to it by the Board;
 - 3.1.13. The Board shall employ an executive director, additional personnel, and any other assistance as it may require for the performance of its duties.

- 3.2. Expectations of Individual Board Members
 - 3.2.1. Know and actively support the IAB MENA's Vision, Mission, priorities and activities;
 - 3.2.2. Faithfully read and understand the organization's financial reports and financial status;
 - 3.2.3. Serve as active advocates and ambassadors for the organization, identifying and securing resources, whether financial or otherwise, that are necessary for the effective advancement of the IAB MENA's Vision and implementation of its Mission;
 - 3.2.4. Leverage personal & corporate connections, networks, or partners to develop collective action to fully achieve the mission of the IAB MENA;
 - 3.2.5. Prepare for, attend, and actively participate in Board meetings
 - 3.2.6. Represent the best interests of the IAB MENA and declare any potential conflict of interest;
 - 3.2.7. Fully participate in, and actively contribute to, at least one Committee;
 - 3.2.8. Upholds Association's bylaws, policies and procedures, and conflict of interest agreements;
 - 3.2.9. Dedicate at least 5 hours per month in the furtherance of the IAB's vision and mission, including contribution to meetings and initiatives.
- 3.3. Ideal Board Member Profile
 - 3.3.1. A senior member of the organization with the ability to direct or allocate company resources and speak on behalf of the company.
 - 3.3.2. A high degree of industry knowledge and some specialization in matters relating to the activities of the organization, including but not limited to governance, managerial, technical, financial or marketing.
 - 3.3.3. Preferably C-level or head of division, with demonstrated integrity and good standing, passionate about collective action and committed to advancing the MENA digital economy.

4. Board Elections

- 4.1. Board elections will be held two months prior to the end of the term of the incumbent Board of Directors or as directed by the AOA. The ED will formally notify the IAB MENA member companies of the election date and detail the election mechanism, required documentation and order of business in line with the AoA and the various board resolutions in connection hereto.
- 4.2. Based on the AoA and subsequent Board resolution identifying the membership tiers of the IAB MENA, nomination for election to the board is open to all members classified under the Premium membership tier. Nominations will be accepted, provided that the member company has been an active member for at least 2 months prior to the board election date and conditional on the member company having paid its membership fees in full for the first membership year.
- 4.3. Nominations will be recorded under one of the three member categories based on the nature of business of the member organization (as defined in the membership application approved by the board when joining the IAB MENA).
- 4.4. Nominations will be closed 10 working days prior to election day. The ED will issue a report to the board within 3 working days from the nomination closing date, summarizing the nomination status and seeking approval for any recourse required in the event of under-representation (as described in 4.5 hereunder).
- 4.5. The organization will consider an event of under-representation arising in the event a specific board-seat category receives nominations less than the allotted number of seats. In this situation, the ED, with the Board's approval, will act to remedy under-representation, sequentially as follows:
 - 4.5.1. Will reach out to all member organizations in good standing and belonging to the under-represented category in question, offering them the opportunity to upgrade their membership to the Premium tier to qualify for elections within 7 working days from the date of notification. The member company is required to confirm the upgrade 2 working days prior to the election. Subsequently, if at least 1 member company opts to upgrade

and be nominated, the event of under-representation will be considered resolved.

- 4.5.2. If no member companies from the under-represented category opt to upgrade to Premium membership and there's only 1 un-allotted seat, then the ED will add it to the total allotment of the Publishers category and notify Premium tier members of the Publishers category of the opportunity to present their nominations. If no Premium members of the Publishers category are willing to present their nominations, then the ED will notify all members from the other tiers of the Publishers category of the opportunity to upgrade to Premium tier and present their nominations.
 - 4.5.3. If no member companies from the under-represented category opt to upgrade to Premium membership, and there are 2 or more seats un-allotted, then the ED will distribute it equally between the other two board categories and notify Premium members of the other two board categories of the opportunity to present their nominations. If no Premium members are willing to present their nominations, then the ED will notify all members from the other two board categories of the opportunity to upgrade to Premium tier and present their nominations.
 - 4.5.4. In this event where action has been taken to correct under-representation, a full list of the nominated companies should be provided to members at least 1 working day in advance of elections.
 - 4.5.5. This arrangement will ensure a fully functioning board with a balanced load of efforts and contributions. To maintain equity with regards to power distribution and representation of interests, on matters critical in nature (to be suggested by the ED in consultation with the Chair), the voting count will be re-balanced across the 3 categories of board members regardless of the number of voters in each category.
- 4.6. As part of its communication to the members announcing the elections, the IAB MENA will present the "ideal" profile of a board member, the duties she/he will have to perform, the board committees they are expected to contribute to, the responsibilities and accountabilities expected of them and the mandate they should have from their organizations to endorse decisions taken by the IAB MENA Board of Directors.

5. Nominating Member-Company Board Representative

- 5.1. On election to the Board, the Member must nominate a representative within 15 days.
- 5.2. The nomination must be completed using the provided nomination form, which includes a selection of which Committee the representative wishes to join (non-binding).
- 5.3. This candidate should comply with the requirements as laid by the section on the 'Ideal Board Member'.
- 5.4. The nomination will include a biography highlighting domain expertise and unique value add to the IAB MENA.
- 5.5. The Member is at liberty to change this nomination at any time, providing it complies with the 'Ideal Board Member' requirements and provides the Chair of the Board 30 days written notice.
- 5.6. In the event that the Board does not believe the nomination complies with the Ideal Board candidate, the Chair of the Board or the Executive Director shall discuss this with the member company aiming to align on a suitable nomination.

6. Meetings of the Board

- 6.1. Upon conclusion of the elections, the new board should be convened at the earliest opportunity. It is good practice, to ensure transfer of knowledge and continuity, for the current Chair/Vice Chair and the chairs of the board committees, to attend the inaugural board meeting of the new board (orientation session). A welcome pack should be provided to the new board detailing the organization's vision, mission and key programs in addition to the financial position and the governance framework. This should be accompanied by a 1-2hr recommended training, by experts on Board duties for non-profit organizations, at the end of which all elected members should sign a non-disclosure agreement in relation to the information they will be privy to during their tenure, as well as sign the Board and committee Governance framework.
- 6.2. The board should convene at least once every 6-8 weeks and not less than 5 times in a calendar year. In preparation for each board meeting, a board meeting pack should be sent with a detailed agenda, a

summary of action items that requires voting, a summary of each committee's activities and updates, and a financial update summary. This pack should be sent at least 1 week in advance to allow board members the benefit of active contribution to the meetings.

- 6.3. Attending the board meetings is crucial to the proper functioning of the board. As such, any board member's representative that fails to attend 3 board meetings consecutively, forfeits their seat on the board and the member organization he/she represents will nominate someone else unless they present material evidence to support absenteeism. In the event of absence from a meeting, a board representative may elect to give proxy either to a colleague from their organization or to another board member.
- 6.4. A member of the Board shall cease to hold office if:
 - 6.4.1. The organization that he/she represents ceases to be a member of the Association;
 - 6.4.2. He/she becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs;
 - 6.4.3. He/she is absent from three consecutive meetings and the organization that he/she represents has not appointed a proxy to replace them during three consecutive meetings as stipulated in the Board Charter;
 - 6.4.4. He/she has attended less than 50% of the total number of the annual Board meetings.

Board Committees and Sub-Committees

To ensure the IAB is on the right path to fulfill its mission, the organization should continue to have a number of standing committees that overlook and carry out a set of tasks and activities in support of specific strategic activities.

The Committees lead on the majority of the Association’s initiatives and provide a collective voice to shape, educate and encourage the growth of the MENA digital economy.

1. Role of the Committee Members

- 1.1. Identify the strategic orientation of the committee and design the 12-months implementation plan
- 1.2. Elaborate the budget envelope in accordance with the approved strategic orientation
- 1.3. Secure board approval prior to implementation and keep the board abreast of progress via board meeting updates
- 1.4. To create sub-committees drawn from the membership to invite widest participation and contribution where applicable

2. Standing Committees

Committee #1: Board Governance Committee
Objective: To instill good governance, provide guidance to the executive director, and inform the board on matters related to legal and financial management
Key Strategies / Initiatives <ul style="list-style-type: none"> • Monthly review of the financial statements • Ensure the Vision and Mission is reflective of the association’s actions • Ensure due process and policies are followed, balancing the imperative for action while ensuring fairness and accountability • Propose and draft procedures & policies to increase the output quality and speed of the IAB while maintaining accountability

Committee #2: Strategic Planning & Memberships Committee

Objective: Lead the development of memberships, revenue generation activities and both external and member marketing and communications.

Key Strategies / Initiatives

- Establish the IAB as the leading association for digital focused marketing businesses
- Develop a plan to increase member numbers and revenues across all key member types
- Establish and implement brand guidelines and positioning
- Develop and manage an ongoing member engagement program, including the increase of perceived member value
- Develop a strategy to increase and diversify revenues

Committee #3: People Development Committee

Objective: Lead and oversee the people related development strategies such as Learning programs and DEI initiatives

Key Strategies/Initiatives:

- Establishment of branded learning modules
- Establishment of an IAB Certification incorporating existing platform and other
- Establishment of a DEI awareness and engagement program for MENA

Committee #4: Research and Measurement Committee

Objective: To become the authority in setting up the standards of measurement, research & attribution for the industry to the benefit of industry growth, trust and sustainability

Key Strategies/Initiatives:

- Launch and manage locally relevant industry standards
- Conduct Annual market sizing studies
- Develop a regular insights series

Committee #5: Ecosystem and Channel Development Committee

Objective: To support the growth of a robust and diversified digital ecosystem through identifying and developing relationships and insights

Key Strategies/Initiatives:

- Ongoing focus on programmatic industry knowledge and growth
- Create a strategy for the support of eCommerce/Shoppable growth through industry connections and increased insights
- Develop positions on emerging channels such as CTV, DOOH and Audio

3. Nominations and Formation of Committees

- 3.1. 15 days after the election of the new board, and the election of the Chair / Vice Chair, the board will convene to hold the elections for the role of committee chairs. Board members who are interested in standing for Chair committee will present their nominations to the board, detailing the domain knowledge they bring to the chosen committee and the level of commitment they are willing to put forward.
- 3.2. The board will vote on the appointment of committee chairs via secret ballot and with the results being announced during the same meeting for immediate appointment. After the election of the committee chairs, board members are asked to join a maximum of two committees with the aim to have each committee comprised of 3-5 members (including the committee chair). While the board structure has been carefully designed to reflect a fair and equitable representation of the industry stakeholders, the chairs of the board committees will be freely selected from amongst the board members according to merit without prejudice to the stakeholder category.
- 3.3. As the board committees play a crucial role in designing and orchestrating programs in support of the organization’s mission, each committee chair should present the 12-months priorities of their committee, during the first board of directors meeting after the appointment. This is crucial to ensure there is board alignment and support of the direction each committee intends to take, and therefore adequate funding is allocated accordingly. This also allows the board to exercise oversight and accountability over the work of each committee.

4. Meetings of Committees

- 4.1. The committees should meet at least once every 4 weeks. The role of the committee chair is to procure contributions from all committee members and to ensure all views are fairly represented in the deliberations and due process. The chair has to work closely with the ED to shape the committee's agenda and to ensure the meetings are functioning in a meaningful and productive way towards the pursuit of the stated objectives. The committee meetings will be recorded via meeting minutes and added to the board archive for future reference. Committee members and the ED will have equal votes on all matters with a detailed report that goes to the board ahead of the next scheduled meeting of the board – these reports will feed into the board meeting packs to ensure the board is fully informed. Quorum is regarded as achieved with 75% of members in attendance.
- 4.2. Committee meetings are considered strictly confidential and under the privy of the Board of Directors. In addition to the committee chairs and the board members, the IAB staff, as well as the Board Chair and Vice-Chair, these meetings are restricted from others even if they were members of the IAB. (Board Members who are not members of the committee may be invited to attend at the discretion of the committee chair).
- 4.3. Given the critical nature of the work that the Governance committee will undertake, committee meetings should either have the Board Chair or Vice-Chair in attendance.
- 4.4. Each committee is encouraged to setup consultation sessions (in the form of sub-committees), inviting participation from the wider IAB membership. These sessions are meant to represent as many voices from the industry as possible while ensuring fairness and equity in contribution. Together, the Committee Chair and the ED, will decide whether to setup the sessions as incidental around specific tasks or set them up as standing sub-committees. Either way, it is the duty of the Chair to communicate that:
 - 4.4.1. these sessions do not bestow any authority or hierarchy to the participants;
 - 4.4.2. the participants understand they are providing consultation and recommendations to the board, but that it's the board discretion to discard or take some or all of the recommendations;

- 4.4.3. the proceedings, discussions and any information the participants are privy to, are designated as confidential and should not be communicated to the wider public in any shape or form. Eventually, whether via committee meetings, consultation sessions or sub-committees, the output remains the responsibility of the committee to own, refine and eventually present to the board for approval and endorsement.
- 4.5. To ensure full transparency, when committee chairs opt to set up consultation sessions or sub-committees, they should record it via communication to the entire board.

5. Funding of Committees

The Committee chairs and the ED should obtain board approval prior to any budget commitment. This should include an overarching strategy for the initiative, the budget requirement which should be split into one-off and recurring budgets as well as documenting any revenue opportunity/offset. Any suppliers recommended should also be rationalized demonstrating due diligence of selection including criteria and proof that more than 1 supplier has been considered.

For ongoing or repeat initiatives, the budget can be approved without the need for supplier review, subject to Board approval

Board Chair and Vice Chair

Given the nature of the organization, the role of the Chair becomes critical in advancing the organization's mission and its ability to continue to be a unified voice that fairly represents the entirety of the MENA digital ecosystem. As such, the chief role of the Board Chair is to lead the board, providing exceptional commitment to the organization, demonstrating equidistance to all board members, proficiently managing conflict and single-mindedly focusing the entire board to the mission everyone was voted to fulfill.

1. Voting of the Board Chair and Vice-Chair

- 1.1. As soon as the new board is officially in place, the ED will convene the Board at the earliest to vote and appoint the organization's Chair and Vice-Chair (within a period not exceeding 15 days), detailing the dates for nominations to open/close and for the candidates to present their nominations/programs.
- 1.2. During the meeting to elect the Chair and Vice-Chair, the candidates will each take turns in presenting their vision and program to the board in an open format. At the conclusion of the presentations, the board (including the candidates) will each vote for the position of Chair using the secret ballot method. At the conclusion of the voting, the winner is announced and accordingly the remainder of the candidates will be entered for election of the Vice-Chair role. To ensure wider representation, eligibility for the Vice-Chair role will be from a membership category other than the one the Chair belongs to.
- 1.3. In order for the Chair and Vice-Chair to play the role of connectors and fair arbiters while being the unbiased force that glues the board together, they should not combine these roles with any other board roles at any other industry-action organizations (eg: ABG, IAA, MMA etc...). This helps prevent conflict of interest while fortifying the credibility in decision-making and advocacy.
- 1.4. The Chair and the Vice-Chair will work closely and in tandem with the ED as they coordinate board activities and the proceedings of the committees to ensure the board dynamics are seamless and decisions/actions are undertaken in a timely manner.

2. Chair and Vice-Chair Roles and Responsibilities

The Chair (and subsequently at times of absence, the Vice-Chair) should display the following behaviours:

- 2.1. Be the leader of the board. To function effectively, groups need a leader. A board leader is approachable and available. He or she is objective and listens actively. He or she needs to be a strategist, knowledgeable about the organization and board practices, a coach, and a conciliator. He or she must be respected in the community.
- 2.2. Serves as the contact point for every board member on board issues. Sets goals and objectives for the board and ensures that they are met. Ensures that all board members are involved in committee activities. Motivates board members to attend meetings.
- 2.3. Facilitator of board meetings: One of the trickiest responsibilities of a chair is to run effective and productive board meetings. Effective meeting facilitators must be able to create a purposeful agenda in collaboration with the Executive Director and follow it. The Chair should know how to run a less formal and productive meeting, engage each board member in deliberation, and control dominating or out-of-line behaviour during meetings. If the board chair is not able to lead an effective meeting, it is better to delegate that task to someone else (such as the vice-chair) rather than risk unproductive meetings.
- 2.4. Relationship between the Chair and Vice-Chair: The Chair and Vice-Chair should provide cover for each other and ensure they are both well versed in the activities of the other, being able to deputize, even at short notice. They should agree on a split in responsibilities as suits their circumstances to ensure split responsibilities and maximum involvement across the organization
- 2.5. Relationship with the ED: The Chair/Vice-Chair and the ED of the organization need to support, consult, and complement each other. Both have their own responsibilities — the ED manages the operational activities and the Chair leads the board. Both share power in their mutual pursuit to advance the mission of the organization in accordance with the AoA. To make this happen, they need to communicate openly and regularly.

3. Chair/Vice-Chair Schedule of Authorities

- 3.1. Governed by the BoD, the Chair serves as its leader to collectively set policy, priorities and action plans in close collaboration with the Executive Director;
- 3.2. Highlights and actions remedial plans for non-performance of Board Members or Committees;
- 3.3. Exercises a casting vote in the event of a tie when chairing the meeting, as per the AoA;
- 3.4. Remains an active member of the Board and maintains and applies the Association's bylaws, policies and Board charter;
- 3.5. Plays a leading role in fundraising activities and acts as an ambassador for the Association;
- 3.6. Encourages and facilitates Board's role in strategic planning alongside the Vice-Chair and ED;
- 3.7. Helps guide and mediates Board actions with respect to the Association's priorities and governance concerns;
- 3.8. Chairs meetings of the Board after developing the agenda with the Executive Director;
- 3.9. Chairs meetings of the General Assembly after developing the agenda with the other members of the Board and the Executive Director;
- 3.10. Works in close partnership with the Executive Director in achieving the association's mission;
- 3.11. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable;
- 3.12. Serves ex officio as a member of committees and attends their meetings when invited;
- 3.13. Discusses issues confronting the association with the Executive Director;
- 3.14. Reviews with the Executive Director any issues of concern to the Board;
- 3.15. Monitors financial planning and financial reports;

- 3.16. Coordinates a formal annual performance of the Executive Director and informally evaluates the effectiveness of the Board members;
- 3.17. Evaluates annually the performance of the association in achieving its mission
- 3.18. Performs other responsibilities assigned by the Board

Executive Director

As the senior leader of a non-profit organization, the executive director serves as an ex-officio member of the Board of Directors. While the ED does not participate in voting on matters relating to the board, he/she takes a leading role in crafting the agenda for each of the standing committees and takes an active role in its voting process.

The ED is the ultimate face of the organization, taking the lead in advocating for its mission with stakeholders, the wider ecosystem and members / prospective members. He/She will engage with volunteers, energize the industry players to participate and contribute to various programs undertaken by the IAB and will create excitement about the organization through strategic communication.

The ED collaborates with the Board of Directors and works closely with the Chair to ensure a successful due process while overseeing maintaining records, compliance, and other administrative duties. The director is also responsible for championing fundraising and ensuring sound financial practices.

As part of the managerial duties, the executive director needs to ensure that programs and services are fit for purpose and in keeping with the organization's long-term goals.

1. Executive Director Role and Responsibilities

- 1.1. The Executive Director is a contracted position appointed by and accountable to the Board. The responsibilities of the Director are, but not limited to, the following:
 - 1.1.1. Officially representing the Association;
 - 1.1.2. Working with the Board in informing the members of the Association about conditions and operations of the Association;
 - 1.1.3. Engaging in fundraising and developing other revenues;
 - 1.1.4. Setting short- and long-term goals and objectives for the Association in collaboration with the Board;
 - 1.1.5. Establishing employment and administrative policies and procedures for all functions and for the day-to-day operation of the Association;
 - 1.1.6. Reviewing and approving contracts for services;

- 1.1.7. Calling regular and ad hoc business meetings;
- 1.1.8. Recommending changes in the structure of the Board, when necessary;
- 1.1.9. Assigning tasks and delegating responsibilities to members of the Board;
- 1.1.10. Providing the Board with insight and knowledge of financial plans, controls and results of the Association;
- 1.1.11. Preparing and presenting to the Board for approval the annual budget and annual report;
- 1.1.12. Has direct responsibility for monitoring the execution of the Association's annual budget and audit and reporting such progress at each regularly scheduled meetings of the Board;
- 1.1.13. Ensuring that the Association's annual audit is conducted in a timely fashion in accordance with the bylaws and policies of the Association;
- 1.1.14. Upholding the Association's bylaws, policies and procedures, and conflict of interest agreements;
- 1.1.15. Overseeing and implementing appropriate resources to ensure that the operations of the organization are appropriate.

2. Executive Director Schedule of Authority

- 2.1. The Executive Director may lead and chair the meetings and activities of the Board of Directors when required;
- 2.2. The Executive Director has no right to vote at meetings of the Board unless he/she chairs the meeting;
- 2.3. Unless otherwise specifically approved by the Board, the Director does not have the power to approve any financial liabilities on behalf of the Association that is more than \$1000 (one thousand) US dollars;
- 2.4. Unless otherwise directed by the board, the Director shall keep a record of all proceedings, transactions, and official acts of the Board, be the custodian of all the records of the Board and perform such other duties as the Board may require;
- 2.5. The Executive Director shall employ upon obtaining approval of the Board, officers, additional personnel, and any other assistance as it may require for the performance of the business of the Association.

Vision and Mission Statements

Our Vision

Be the catalyst for growing the MENA digital advertising economy by nurturing the community, accelerating knowledge sharing and establishing accountability standards that cultivate trust and credibility.

Our Mission

- Positively influence corporate leaders & policymakers to value diversity & inclusion as a key currency for the growth of the digital economy in the MENA through awareness initiatives and enabling thought-starting conversations between our members and partners.
- Collaborate with the industry on the development of unbiased digital learning and development programs to expand the market's understanding of how digital best practices drive their business success.
- Become the authority in setting up the standards of measurement, research & attribution for the industry for the benefit of industry growth, trust and sustainability.
- Inspire innovation and partnerships to support the development of a world-class, contemporary ecosystem of marketing solutions and services in MENA.

Diversity Principles

Nurturing our community is a key part of the IAB's vision to be the catalyst for growing the MENA digital advertising economy. As part of this aim we are committed to building an inclusive organization that values diversity.

Our objective is to positively influence corporate leaders & policymakers to value diversity & inclusion and to do this we need to ensure our approach as an organization sets the right tone. There are many different aspects to diversity and inclusion, all important and all valuable. It's all too easy to get delayed by debate and discussion with the scale of the challenge, too big to tackle all at once. We have decided to start somewhere. Gender diversity and more specifically gender representation.

To this end, we have set out a series of 5 principles and guidelines on gender representation for the workings of the IAB MENA. This is only a small step in the journey, but we are committed to making a start and encourage our members and industry partners to do the same:

1. Representative Decision Making

- 1.1. The Board should comprise a minimum of 30% female representation, aiming to increase to 50% within 2 years

2. Visible Influence

- 2.1. All Board communications, such as PR releases should include a minimum of 30% female member quotes where there are more than two

3. Funding

- 3.1. A minimum of 5% of annual expenditure should be allocated to Diversity initiatives

4. Women and Work

- 4.1. All IAB MENA subcommittees should actively aim to have a minimum of 30% female representation

5. See It To Be It

- 5.1. All marketing materials, videos, podcasts etc should include a minimum of 30% female representation over any 6-month period