



CHAPTER 3 REINFORCING INSTITUTIONAL EFFECTIVENESS

The IsDB's impact and effectiveness as an organization is built on a foundation of sound internal structures and processes, including corporate governance, risk management, auditing, compliance and IT. In 2023 we continued to be meticulous in ensuring the integrity and effectiveness of all of these institutional systems.

3.1: BOARD OF GOVERNORS

The Board of Governors (BoG) comprises the highest-level (mostly ministerial) representatives of the 57 IsDB member countries. The BoG normally meets once a year in an IsDB member country, provided that the meeting is held in the IsDB headquarters host country every three years, pursuant to a previous BoG resolution. Each member country is represented by a Governor on the BoG and has 500 basic votes, plus one vote per subscribed share. Generally, BoG resolutions are taken based on a majority of the voting power represented at the respective meeting.

In its annual meetings, the BoG reviews the performance of IsDB over the previous year and deliberates on future strategies and policies, in addition to electing a chairperson and two vice-chairpersons for the following year until the next BoG meeting.

As the highest governing body of IsDB, the BOG delegates to the Board of Executive Directors (BED) certain powers and authorities relevant to the general operations of IsDB. However, these never include matters relating to membership, changes in IsDB's authorized capital, admission or suspension of member countries, variation of the authorized capital stock, election of the president and the executive directors and determining their terms of service, approving audited financial statements and external auditors' reports, and determining the reserve or distribution of net income. Pursuant to IsDB's Articles of Agreement, the BOG may also adopt such rules and regulations and establish such subsidiary institutions as may be necessary to conduct the business of IsDB.

IsDB GROUP ANNUAL MEETINGS AND GENERAL ASSEMBLIES

Chaired by the Group General Secretariat, the 2023 Annual Meeting Organizing Committee led the organization of the 2023 Annual Meetings and General Assemblies of the members affiliated to the IsDB Group. In total, eight webinars and 48 statutory meetings, knowledge-sharing events and other gatherings were held. Simultaneous interpretation in English, French, Arabic, and where necessary, Russian was provided for 38 in-person meetings and three webinars.

The 48th Annual Meeting of the BoG was held on 12 and 13 May 2023 in the city of Jeddah, Saudi Arabia, under the high patronage of the Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud, and under the theme "Partnerships to Fend Off Crises". The agenda adopted at the meeting comprised several items, including consideration of the 48th IsDB Annual Report, approval of IsDB's financial statements and affiliated funds, and the election of the BOG chairperson and two vice-chairpersons for the year 2024.

Additionally, the BoG appointed the external auditors for IsDB, the Waqf Fund, the Awqaf Properties Investment Fund, the World Waqf Foundation, and the IsDB Fund for Science, Technology and Innovation for the financial year 2024, and for the Economic Empowerment Fund for the Palestinian People for financial years 2023 and 2024.

The knowledge-sharing events held on the margins of the Annual Meeting represented an opportunity for participants to touch upon various topics of relevance to IsDB member countries, such as exploring ways of bolstering economic relations among member countries in the context of continuous and rapid changes in the international arena.

The Governors Roundtable Meeting took place on 13 May 2023, with a particular focus on the topic of "Leveraging South-South Partnerships to Fend Off Crises". The insights and perspectives provided by the governors during the Roundtable have been assimilated by IsDB as vital strategic imperatives that will be pursued by the various IsDB departments over the coming years.



3.2: BOARD OF EXECUTIVE DIRECTORS

The BED is composed of 18 members: nine appointed members, representing each of the nine major shareholders, and nine elected members, each representing a group of four to seven countries. The BED, which is currently serving its 16th term, usually holds five meetings a year.

The BED is responsible for the overall direction of IsDB operations and exercises all powers delegated to it by the BoG, such as preparing the work of the BoG, taking decisions about the business and operations of IsDB, approving the budget and submitting the accounts of each financial year for the approval of the BoG at the respective annual meeting.

The Executive Directors also serve on five BED committees:

- Audit
- Ethics
- Finance and Risk Management
- Governance and Administrative
- Operations and Development Effectiveness

The Group General Secretariat (GGS) provided necessary arrangements for conducting five BED meetings and 16 BED standing committee meetings in 2023. To facilitate smooth proceedings and drive sound decision-making, the GGS provided the BED with specialist support, governance-related advisory services, and working materials and simultaneous interpretation in English, French and Arabic.

The table below outlines data on resolutions adopted in the BED meetings held during the year under review regarding projects, financing, policy, and administrative matters.

3.3: SHARI'AH GOVERNANCE

IsDB's unwavering commitment to Shari'ah Governance serves as a cornerstone of ethical finance in the realm of multilateral development. The Bank stands committed to upholding the principles of Shari'ah across every facet of its operations.

In the transformative year of 2023, IsDB undertook significant initiatives to strengthen its institutional Shari'ah Governance, including the appointment of new members to the IsDB Group Shari'ah Board and the endorsement of the International Islamic Financial Market (IIFM) Standard and Islamic Hedging Financial Instruments (Tahawwut). These actions aimed to enhance the mitigation of profit rate and currency risks in developmental operations, reflecting IsDB's dedication to upholding Shari'ah principles across its activities. Additionally, the annual Shari'ah Audit expanded to include oversight of the Afghanistan Humanitarian Trust Fund, showcasing IsDB's commitment to transparency, accountability, and meeting humanitarian needs.

Furthermore, the IsDB demonstrated its proactive approach to Shari'ah compliance by revitalizing its commitment to adhering to the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) International Standard on Shariah Screening of Equity Investments. The Shari'ah Affairs Division also played a crucial role in organizing workshops to educate IsDB staff, Member Countries, and Development Partners on sound Shari'ah Governance, empowering them to minimize Shari'ah non-compliance risks in developmental projects. Additionally, the Shari'ah division contributed to developing ICIEC's Takaful Operating Framework (TOF) to enhance Shari'ah Governance over ICIEC's Islamic Insurance (Takaful) Operations.

Ultimately, the IsDB views Shari'ah Governance as more than a protocol, but a promise to uphold the highest standards of ethical finance, ensuring just and sustainable development for all stakeholders and communities. As IsDB navigates the intricate landscape of development

TABLE 3.1: BED MEETINGS IN 2023 (1444H-1445H)

DATE OF MEETING	MEETING	PROJECTS & TAS*	SPECIAL ASSISTANCE	STRATEGIC & POLICY	OTHER	APPROVED BY THE PRESIDENT AND SUBMITTED FOR INFORMATION**	AGENDA ITEMS, TOTAL	RESOLUTIONS ADOPTED
4 February 2023	349	1	-	-	23	2	26	11
1 April 2023	350	4	-	1	28	3	36	21
10 May 2023 (along with 48 th Annual Meeting)	351	8	-	1	5	1	15	10
9 September 2023	352	11	-	3	30	2	46	25
10 December 2023	353	16	-	2	26	1	45	28
Total	5	40	-	7	112	9	168	95

* Projects and technical assistance.

** Including technical assistance projects approved by the President.

finance, it recognizes the pivotal role of sound Shari'ah Governance in safeguarding our mission. It is not merely a routine imperative but a moral compass guiding our every endeavor, ensuring that we remain steadfast in our commitment to just and sustainable development.

3.4: RISK MANAGEMENT

The very nature of financing activities to fulfil the development mandate exposes IsDB to various kinds of financial and non-financial risks. To mitigate such risks, the Bank uses various risk management approaches and maintains a strong risk management architecture that includes capital adequacy, an exposure limit management framework, an asset and liability management framework, an operational risk management framework, and an end-to-end credit process for conducting its business operations. Risk oversight is performed by the Board of Executive Directors and its Finance and Risk Management Committee (RMC) which approves the risk strategy, policies, and guidelines. The IsDB Management, supported by the RMC and Asset and Liability Management Committee (ALCO), ensures the execution of the activities per an approved risk governance framework.

The Bank's risk function is advancing over time by adopting a holistic approach towards managing various financial and non-financial risks, including credit, market, liquidity, and operational risks. In this context, in 2023, the implementation of a Bank-wide Enterprise Risk Management Project with advanced risk and finance analytics, including an integrated DataMart, reached an advanced stage. Reporting started from the first quarter of 2023 (on a quarterly basis) on the comprehensive set of risk metrics and tolerances under the Risk Appetite Framework in defining the Institution's capacity and willingness to bear risk exposures for ensuring the Bank's long-term sustainability.

Among other initiatives, the Bank has implemented the LIBOR transition project to ensure a smooth transition to alternate benchmark rates. The Bank is in the completion stage of a review and calibration of its internal rating models, consisting of Sovereign, Financial Institutions, Project Finance, and Corporate Finance. The implementation of an Operational Risk System for automating operational risk measurement, monitoring, management, the operationalization of Risk Control and Self-Assessment (RCSA), loss data, and Key Risk is in advanced stage. Furthermore, the Bank initiated a review and update of the Exposure Management Framework and Asset Liability Management Framework in 2023 to be implemented in 2024 with a view to further strengthening risk management governance and infrastructure.

3.5: AUDIT ACTIVITIES

The Internal Audit Department (IAD) reports functionally to the Board of Executive Directors via the Audit Committee. The IAD plays an important role within the IsDB's risk management framework by providing the Board of Executive Directors and management with objective, independent assurance, as well as advice on the effectiveness and efficiency of corporate governance, risk management, and internal control processes and systems.

In 2023, the IAD completed planned audit assignments, and other requested ad-hoc assignments while continuing to build the core competencies of its human capital. IAD staff attended relevant training courses and conferences and continued to invest more in the process mining technology tool. IAD also upgraded its internal auditing software to keep up with the other latest tools on the market. The new software improved filters with insight reporting, improved dashboards, and other enhancements. In addition, IAD rigorously followed up on the implementation of the Management Action Plans (MAPs).

As part of building partnerships and collaborating internationally, the IAD participated in the Annual Meeting of the Group of Representatives of Internal Audit Services of the Multilateral Financial Institutions Chief Audit Executive Group (MFI-CAEG), where valuable experiences and best practices in internal auditing were shared among the participants. IAD also met internal audit or evaluation functions of numerous international institutions at IsDB Headquarters (HQ) to build relationships, knowledge sharing, and capacity building.

3.6: COMPLIANCE

The IsDB Compliance Division looks at IsDB's day-to-day business to ensure that IsDB operations, investments, and activities comply with the organization's AML/CFT/KYC systems, regulations, and processes. During 2023, the Compliance Division endeavoured to translate its policy into action by entrenching compliance culture internally through training and awareness. This year, training has expanded to include over 200 trainees at different levels. Furthermore, IsDB Compliance helped business units navigate sanctions and other regulatory risks by educating them through advisory reports and notes on developments related to regulatory issues and sanctions. Externally, IsDB Compliance enhanced cooperation with partners to update them on IsDB's due diligence processes and procedures and to share information on beneficial ownership, financial crimes, and other compliance risks.



IsDB Compliance has been actively involved in several ad-hoc activities and committees addressing compliance matters. Several working sessions were held with business units to address compliance issues related to processing payments, customer background verification, and customer identification in liaison with several correspondent banks, with a view to enhancing cooperation and harmony and building trust.

In 2023, IsDB Compliance responded to 1,231 requests from 26 departments, entities, and external partners. In addition, 915 Onboarding requests were reviewed, 185 internal Advisory Opinions were given, 43 external Advisory Opinions were provided, and 53 sanctions, payments, and tax advice cases were dealt with.

Compliance staff worked with regional money laundering bodies that cover IsDB member countries, such as the Asia Pacific Group on Combating Money Laundering and Financing of Terrorism (APG), the Inter-Governmental Action Group against Money Laundering in Central Africa (GABAC), the Inter-Governmental Action Group against Money Laundering in West Africa (GIABA) and the Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism ("MONEYVAL"), to assist in building the capacity of member countries in combating financial crimes. Furthermore, compliance staff participated in Financial Action Task Force (FATF) assessment activities in relation to IsDB member countries.

3.7: CORPORATE GOVERNANCE

Corporate Governance is crucial for the proper functioning of the Islamic Development Bank (IsDB). It is a key element to improving efficiency and growth, and crucial to enhancing the confidence of stakeholders in the Bank. The IsDB recognizes that good governance is essential for achieving sustainable development. Principles of good governance are embedded in the Bank's core values. IsDB's corporate governance framework ensures accountability and a clear allocation of responsibilities. It fosters transparency and facilitates the assessment of the quality of the Bank's organization and business. In 2023, major achievements in Corporate Governance were as follows:

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- The IsDBG Administrative Tribunal became fully operational, with regular in-person hearings held at IsDB HQ in Jeddah. The Administrative Tribunal is the highest body in the internal justice system of the Bank. The decisions of the Tribunal are final and binding.
- The IsDBG Staff Appeals Committee has been reconstituted and is conducting its regular activities.
- The President of IsDB approved the 2023 version of the IsDB Authorized Signatory Book for Banking and Treasury Operations, Investment Operations, ADAHI Operations, Regional Hubs, and Center of Excellence Operations.
- The Bank's governance documents, and approved policies have been made available to all employees on the IsDB Corporate Governance and Policy Portal
- The Board of Executive Directors (BED) and IsDB Management approved all important Policies, Rules, Regulations, and Guidelines in 2023. The Corporate Governance Division provided necessary support to the business units in the review and approval process for policy instruments.
- An Annual Review process of Delegation of Authorities (DoA), Management Committees' Charters, and Organizational Manual has been established.
- The Corporate Governance JIRA Service Desk was launched.

3.8: CREDIT RATING

IsDB's AAA ratings have been affirmed with a stable outlook in 2023 by four rating agencies, namely, Fitch Ratings (19 May), Moody's Investors' Service (22 September), Malaysian Rating Corporation (10 August) and Standard & Poor's Global (22 December). The excellent ratings are underpinned by the Bank's extremely strong capitalization, low leverage, very robust liquidity profile and buffers, strong access to market funding, conservative risk management supported by strong risk management policies, low solvency risks and strong member support. With the completion of the 2023 review cycle, IsDB has now been rated "AAA" with a stable outlook for the 21st consecutive year by Standard & Poor's, 17th consecutive year by Moody's Investors Service, and 16th consecutive year by Fitch Ratings.

This is a strong manifestation of the solidarity spirit and cooperation for development in the Muslim world and this support is expected to continue in the coming years to achieve the sustainable development mandate of the Bank.

3.9: SHAREHOLDER SUPPORT

Since its inception, IsDB's member countries have provided sustained shareholder support with multiple equity injections in the form of both General Capital Increases (GCIs) and Special Capital Increases (SCIs). This is a strong manifestation of the solidarity spirit and cooperation for development in the Muslim world and this support is expected to continue in the coming years to achieve the sustainable development mandate of the Bank.

At the 2023 Annual Meeting, IsDB's capital base was bolstered once again when the Honourable Board of Governors approved an SCI for the Republic of Indonesia which – in a strong vote of confidence in the Bank's mission and against the backdrop of a highly challenging global economic environment – unilaterally requested to increase its shareholding in IsDB from 2.25% to 8.43% of the Capital Stock. The SCI by Indonesia, a G20 member country, would result in an additional cash injection of ID881.7 million (US\$1.2 billion) (payable over 14 years) on IsDB's balance sheet, enabling the Bank to further scale up sustainable development interventions for its member countries. This will be critical for alleviating poverty, tackling the impact of climate change, and building food security, green economic growth, and resilience.

High capitalization levels through subsequent GCIs with very high subscription rates, along with SCIs from member countries, all strengthen the financial sustainability of the Bank and reinforce its ability to withstand financial crises. They are also viewed very positively by the global rating agencies who have repeatedly stressed 'strong shareholder support' as one of the main factors underpinning IsDB's top-tier AAA-rating, which the agencies have reaffirmed for more than two decades now.

IsDB is able to leverage its AAA-rating to mobilize resources from the global capital market, mainly through Sukuk issuances at optimal costs for member countries. This allows for an expanded annual operations envelope – complementing the share capital base – to cater to the growing financing needs of member countries.

3.10: MEMBER COUNTRY STRATEGY AND ENGAGEMENT

In 2023, led by the DG-CP Directorate, the IsDB Group witnessed substantial progress in revitalizing the Member Country Partnership Strategy (MCPS) alongside the introduction of the Country Engagement Framework (CEF). This marked an advancement from the groundwork established in 2022, focusing on refining, revitalizing, and expanding these frameworks to better cater to member countries' diverse needs.

The central pivot in 2023 revolved around infusing practicality into the MCPS framework. This shift aimed to make a transition from an academic inclination to a more pragmatic, implementation-focused approach. The finalized MCPS templates, business processes, and guidelines were instrumental in guiding this shift, aligning strategies more closely with on-the-ground realities. Additionally, there was an increased emphasis on expanding IsDB Group synergy beyond MCPS formulation to encompass programming and implementation phases.

Strategic expansion and specialized engagements were the focus, aiming to align more effectively with various member country scenarios. The introduction of a tailored instrument, the Country Engagement Framework (CEF), ensured the alignment and active involvement of the IsDBG in special case member countries, such as those that are non-borrowing, have high-exposure and/or low headroom, or are re-engaging with IsDBG after a hiatus. This inclusive approach facilitated swift pipeline generation through close collaboration with ministries, development partners, and stakeholders.

Building on the successful initiatives of 2022, which saw the completion of seven MCPSs (surpassing the historical average of two), 2023 focused on driving continual improvement. The emphasis shifted towards evolution and the avoidance of stagnation. The achievements in 2023 were remarkable, with the completion of four MCPSs for Bangladesh, the Kyrgyz Republic, Benin, and Qatar, alongside five CEFs for Guyana, Pakistan, Tajikistan, The Gambia, and Azerbaijan. This surpassed the target of seven country strategies, culminating in a total of nine robust strategies.

Looking ahead to 2024, the DG-CP Directorate aims to formulate an additional eight MCPSs and CEFs, with a focus on refining processes, templates, and guidelines. The goal is to transform these strategies into practical implementation guides, empowering member countries and fostering impactful development outcomes. Notably, IsDBG entities have been integrated into the MCPS/CEF work planning process, enabling them to nominate countries to lead MCPSs or CEFs in partnership with Regional Hubs.



As the year concludes, the MCPS and CEF emerge as robust, pragmatic, and adaptable instruments ready to catalyze meaningful development partnerships and outcomes in the years ahead.

In conclusion, the IsDB Group's unwavering commitment to adapt, evolve, and better serve member countries was evident in the 2023 MCPS revitalization journey. As the year concludes, the MCPS and CEF emerge as robust, pragmatic, and adaptable instruments ready to catalyze meaningful development partnerships and outcomes in the years ahead.

3.11: OPERATIONS EVALUATION

The Independent Evaluation Department (IEvD) evaluates how well IsDB interventions contribute to development outcomes. In 2023, IEvD completed 11 project evaluations across 10 member countries and one Special Assistance Project evaluation in India. These include two ongoing projects: Enhancing Value Addition in the Groundnut Sector in The Gambia, and Enhancing National Food Security through Increased Rice Production in Uganda.

IEvD initiated five evaluations in 2023 under the Corporate, Country, and Thematic umbrellas, which included a Country Engagement Evaluation for Egypt, a Sector Evaluation for Agriculture, Water, and Rural Development, a Thematic Evaluation of Regional Cooperation and Integration Policy and Strategy, and a Corporate Evaluation of the Islamic Solidarity Fund for Development. Responding to specific requests from Management, IEvD also initiated a special evaluation of the Impact of Organizational Restructuring on Business Stability.

IEvD also finalized eight Corporate, Country, and Thematic evaluations initiated in the previous year, namely, a Corporate Evaluation of IsDB's Off-Balance Sheet and Resource Mobilization Initiatives, a Country Assistance Evaluation for Côte d'Ivoire, a Thematic Evaluation of IsDB Partnerships, a Corporate Evaluation of the Operational Efficiency of IsDB Projects at Entry, a Thematic Evaluation of Projects Financed through Line of Finance, a Special Review of the Counterpart Funding at the IsDB, and validations of two MCPS Completion Reviews of Bangladesh and Kuwait. In addition, IEvD submitted the evaluation of the IsDB's Response to the 2009 Food Crisis (called Jeddah Declaration Program) to H.E. the President.

In terms of Evaluation, Learning and Outreach, 2023 also witnessed significant achievements. IEvD expanded its internal and external interactions with key stakeholders and clients. Activities ranged from orchestrating eight knowledge-sharing sessions to producing and disseminating 34 knowledge products tailored to a diverse audience. These products, including K-Series, Executive Development Notes, Videos, Articles, and Newsletters aimed to augment staff competencies and to refine evaluation guidelines and toolkits. The IEvD also organized the International Program on Development Evaluation Training at IsDB HQ, underscoring its commitment to the capacity building of IsDB's staff in Evaluation. IEvD continued building on partnerships with entities such as the Global Evaluation Initiative, the Al-Athar Impact Centre, the Saudi Fund for Development, and the Saudi Ministry of Economy to better align the IsDB's evaluation agenda with common goals and best practices among development partners.

Overall, in 2023 IEvD's combined efforts showcased IsDB's dedication to a strong evaluation culture, and the use of evaluation findings to deliver ongoing improvement of the Bank's interventions for sustainable development.

3.12: DEVELOPMENT EFFECTIVENESS

Monitoring and reporting on the development effectiveness of the Bank is a top priority, and is performed through the Annual Development Effectiveness Report (ADER), which is one of the flagship reports of the Islamic Development Bank. The report takes stock of the development effectiveness of the Bank's interventions and reports at the four levels of the Results-Based Management Framework (RBMF): goals, developmental results, and operational and organizational effectiveness, as per the best industry practices. It covers the Bank's interventions in sovereign financing, public-private partnerships, trusts and other funds, Islamic Finance investments, and grant programs.

The Bank has published the ADER since 2017 and in doing so it follows in the tradition of other multilateral development banks, most of whom publish similar Development Effectiveness Reports annually across the tiers of their results frameworks.

In addition, the Bank has developed various other relevant tools, such as: (i) the mapping of project results against the Sustainable Development Goals (SDGs) in order to deepen our understanding of development effectiveness; (ii) the implementation of the RBMF (Results-Based Management Framework) for effective monitoring and reporting to deliver developmental results that are inclusive, sustainable, and strategically aligned; and (iii) the development of online dashboards to improve the monitoring of project lifecycles for efficient delivery.

3.13: BUSINESS ENABLEMENT THROUGH TECHNOLOGY

The Information Technology (IT) landscape is an evolving environment and requires ongoing maintenance to stay fit for purpose within the context of any organization.

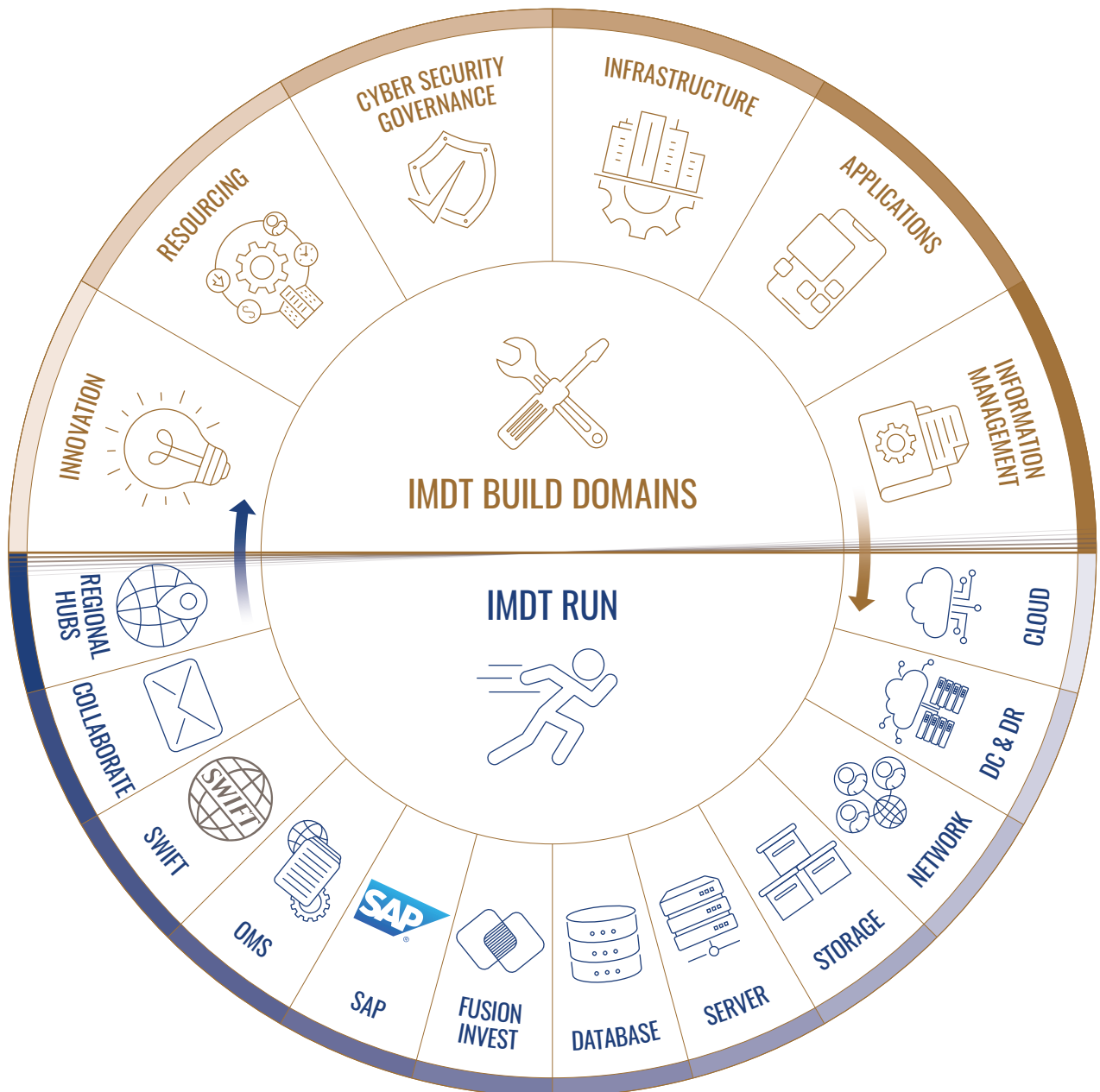
The work of the Information Management and Disruptive Technologies (IMDT) department is generally segregated into “Build” and “Run”. “Build” is any development work, while “Run” is mainly keeping the lights on. This work cuts across multiple domains, as depicted in Figure 3.1.

Key objectives and highlights of 2023 across these domains in strengthening IsDB’s digital experience, achieving required outcomes and maintenance in

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support of operations are seamless user experience, secure operation, and data, and flexible, decentralized agile IT infrastructure. The IT infrastructure is designed to be adaptable, scalable, and responsive to changing business needs of the Bank.

FIGURE 3.1: “BUILD” AND “RUN” DOMAINS





3.14: HUMAN RESOURCES MANAGEMENT

In 2023, IsDB achieved significant milestones in its recruitment and workforce development, announcing 319 requisitions – a 38% increase on the previous year. This expansion was paralleled by a significant increase in global applications, reaching 45,427 from 166 countries, underscoring our appeal as a global employer. Our commitment to diversity was evident, particularly in attracting skilled professionals for C-suite roles, enhancing female, and improving geographical representation. Notably, applications from female candidates rose to 31,269 in 2022, with 14,909 received by mid-2023, and 12% of the new hires in 2023 were women, a figure that the IsDB is committed to increasing.

Internal career development was also a focus, with 75 promotions, including six to managerial positions, highlighting our dedication to talent cultivation. The implementation of a new salary scale for the Supplemental Workforce and streamlined job titles were key steps towards optimized workforce management. Anticipating a revamp of our Talent Acquisition strategy and guidelines in 2024, these efforts align with our mission to foster a diverse and dynamic workforce.

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The Young Professional Program, which attracted 6,032 applicants and concluded in the selection of 19 exceptional candidates from top universities, showcased HRMD’s commitment to talent acquisition and emphasized our focus on academic excellence.

Meanwhile, the new Career Management Policy provides a comprehensive framework for career progression, combining best practices and inclusive input, and supporting enhanced career development, engagement, and retention.

The IsDB harmonized policies for both male and female employees, encompassing various benefits such as education grants, dependency allowances, air tickets, and medical treatment allowances. It revokes previous restrictions on dependency benefits for female staff members, ensuring they are now entitled to the same benefits as their male counterparts, regardless of marital status or their spouse's employment.

Significant advancements in benefits for IsDB's female staff were made, including equal access to educational grants, dependency allowances, and medical benefits, along with 14 weeks of maternity leave, a daily 'Nursing Hour' for two years, and 'Iddah Leave' for 60 days from the date of husband's death, reinforcing our support for female staff.

The "Power Hour" sessions, initiated by HRMD with Business Leaders, marked a significant shift in HR's strategic role, aligning HR objectives with business goals and improving HR's impact on business outcomes.

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Finally, the ESS Mobile Website, a collaborative effort by HRMD and IMDT, revolutionized employee accessibility, offering real-time, secure access to HR services, significantly enhancing staff convenience and efficiency.

3.15: OTHER ADMINISTRATIVE ACTIVITIES

The IsDB through the Health Service Center Division (HSCD) has conducted various activities in line with its mission to maintain the health of IsDB Group staff and their dependents. These activities include reducing medical insurance costs, expanding the medical providers' network list, managing in-house clinics, offering welfare and medical preventive services, and conducting field health services at Regional Hubs and other locations. The HSCD also organized CPR and first aid training sessions, health campaigns, medical webinars, and social activities, demonstrating its comprehensive approach to health and wellness initiatives.

Furthermore, the Administration and Services Department (ASD) has implemented a comprehensive set of green initiatives aimed at enhancing sustainability and reducing the environmental footprint of IsDB. Efforts include pursuing LEED certification to cut energy consumption, increasing greywater volume, reducing paper usage, transitioning a portion of the car fleet to electric vehicles, and undertaking infrastructure improvements to provide a better environment for staff and visitors. These initiatives underscore IsDB's commitment to environmental sustainability and corporate responsibility.

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