HR DELIVERY
Making Sure HR Delivers

THE CLIENT BROCHURE SERIES

IPO Ready

Prepare your people evidence for the next chapter

Organise country-specific HR readiness questions, implementation work and evidence for an IPO preparation programme, with clear owners, review responsibilities and a practical route from findings to coordinated action.

EXPLORE. PLAN. PUT IT TO WORK.

Website resources · specialist support · portal tools
Practical examples and client journeys

START WITH YOUR PRIORITY

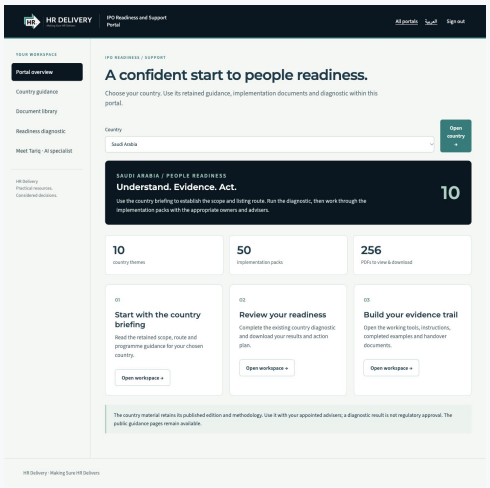
Give the people workstream a clear structure

Preparing for an IPO brings people, governance, records and organisational responsibilities into a shared programme. HR Delivery's IPO Ready offer helps you organise those questions through country guidance, readiness diagnostics and implementation libraries. The starting point is the organisation's transaction context, employment boundaries and the evidence its responsible advisers need to examine.

The six country programmes retain distinct methods and resource collections. This brochure explains how to select the relevant route, prepare evidence, interpret findings in context and turn a priority into a reviewed work product. It also shows how Tariq's specialist area and Lama's reception route can help frame a focused assignment with HR Delivery's human team.

WHO THIS GUIDE IS FOR

- HR leaders coordinating the people workstream of an IPO preparation programme
- Governance and project teams organising evidence and implementation owners
- Organisations scoping country-specific support with their responsible advisers



PUBLISHED WORKSPACE DEMONSTRATION / Official IPO readiness portal demonstration; six public country diagnostic entry forms were inspected.

THE QUESTIONS TO BRING

- What transaction, employer and workforce boundaries belong in scope?
- Which evidence supports the readiness picture, and what remains unresolved?
- Who will complete, review and maintain the required work products?

WHAT YOU CAN WORK TOWARDS

- A country-specific preparation scope
- A documented view of evidence and priorities
- An owned implementation and review sequence

A GUIDE TO YOUR GUIDE

Find the support you need

Explore the service, understand the tools and arrive at a focused conversation with HR Delivery.

01 / GET TO KNOW THE SERVICE

Introduction 002

Foreword from Dr Phillip 004

Meet Lama: your first point of contact 005

About HR Delivery and our five pledges 006

02 / EXPLORE AND USE THE SERVICE

Website resources and how to use them 008

Your specialist support 010

The portal: tools, studios and workspaces 027

03 / BRING IT INTO YOUR ORGANISATION

Two practical client journeys 036

Service arrangements and useful links 039

Your next conversation with HR Delivery 040

USE THE PDF AS A WORKING GUIDE

The contents and page-foot links are clickable. PDF bookmarks give direct access to every tool, studio, resource and client example.

A PERSPECTIVE ON IPO READY

Foreword from Dr Phillip Welsh

PROPOSED WORDING FOR DR PHILLIP'S REVIEW

"A readiness finding becomes useful when an owner can connect it to practical work, supporting evidence and a defined review."

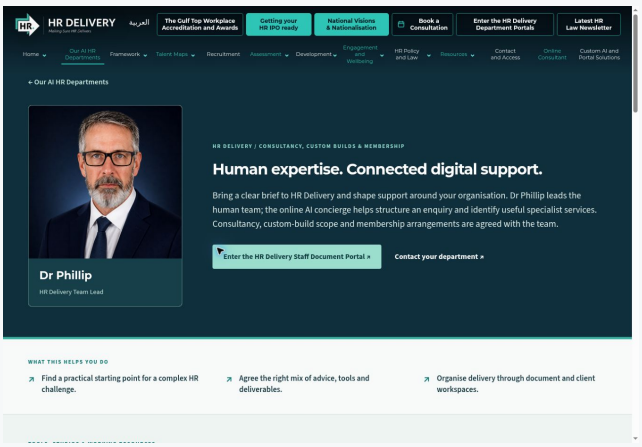
An IPO preparation programme asks an organisation to explain its arrangements with clarity and evidence. For the people workstream, that means knowing what is in scope, where the relevant records sit and who is responsible for the work. A useful starting point is a shared account of the organisation's current position, including the questions that still need to be resolved.

We have brought country guidance, diagnostic structures and implementation material together to support that preparation. The country method matters. So does the distinction between a stated arrangement, the evidence supporting it and the work required to address a gap. A finding becomes useful when an owner can connect it to a practical task, a review requirement and a document that explains what has been completed.

I encourage clients to approach this as a coordinated programme with their responsible advisers and internal owners. Begin with the country and transaction context, agree the evidence boundaries and identify the immediate decisions. HR Delivery can then discuss the appropriate resources and support. The aim is clearer preparation and a more organised people workstream; listing, legal and regulatory decisions remain with the relevant authorities and advisers.

DR PHILLIP WELSH

Human team lead, HR Delivery



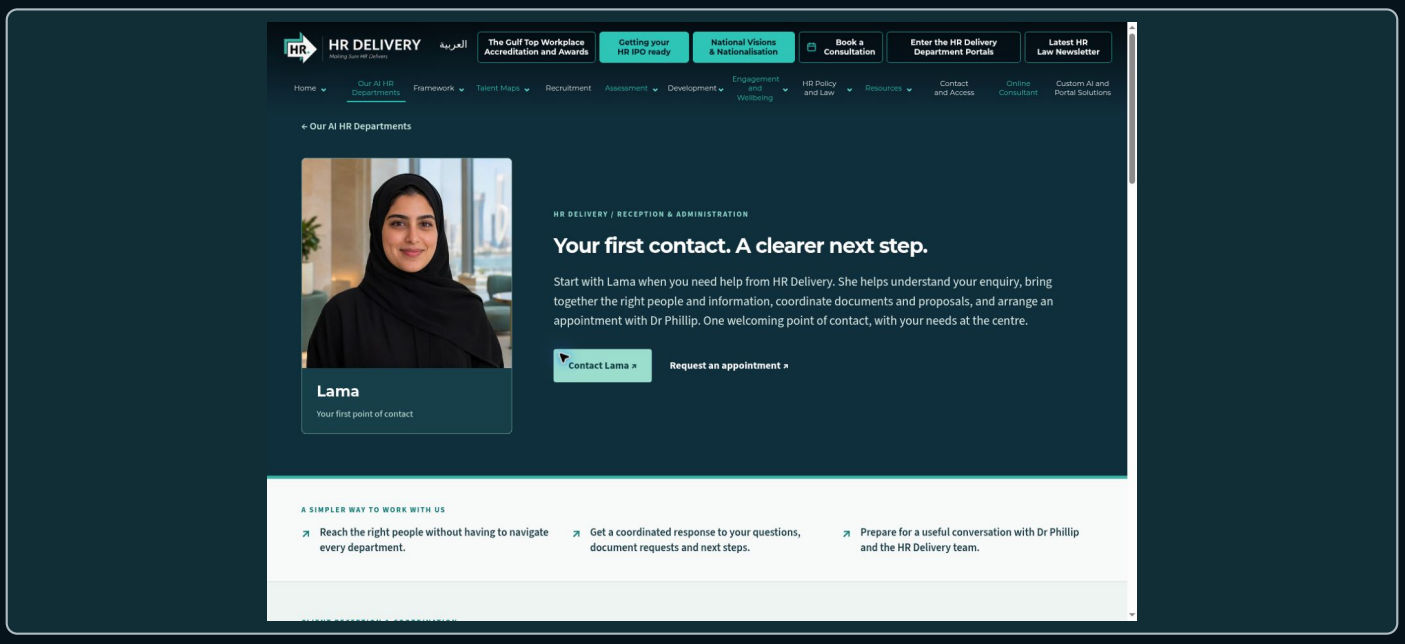
WEBSITE SCREEN / Dr Phillip Welsh: HR Delivery's human team lead.

YOUR FIRST POINT OF CONTACT

Meet Lama

Bring your business question. We will help you find the right next step.

Start with Lama by describing the country, proposed transaction and the people workstream you need to organise. Bring the present stage of preparation and the questions your advisers have raised. Reception can help coordinate a focused conversation with HR Delivery's human team, confirm the appropriate programme resources and clarify the support and communication arrangements available for the assignment.



WEBSITE SCREEN / Lama's public reception and administration service route.

A USEFUL FIRST BRIEF

- Country, proposed transaction route and intended review timetable
- Employer, entity and workforce boundaries to be considered
- Existing governance records, policies and evidence registers
- Named internal owners, advisers and immediate questions

HOW LAMA HELPS

- Route the enquiry to the relevant country programme and specialist area
- Organise the information needed for a scope and evidence discussion
- Coordinate a consultation and confirm enabled service channels

A clear country and transaction brief helps the team identify the appropriate starting resources, discuss responsible ownership and agree the next useful preparation step with you.

ABOUT HR DELIVERY

Expertise that turns people priorities into useful work

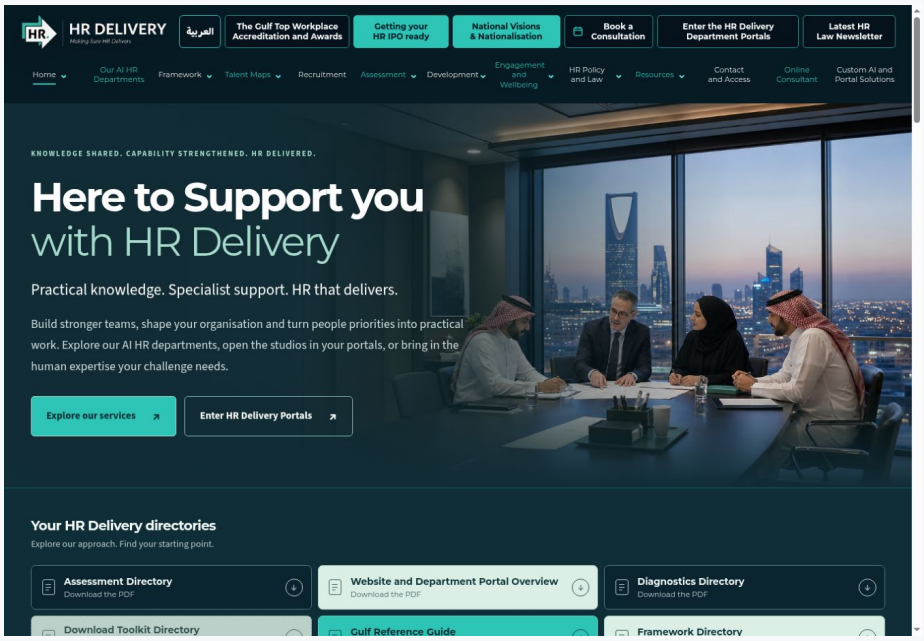
A multidisciplinary HR service led by Dr Phillip Welsh, connecting professional advice, practical resources and hands-on support.

OUR MISSION

Help organisations develop their people, strengthen HR capability and put plans into practice through expert advice, useful tools and direct delivery support.

OUR VISION

Organisations with the leadership, capability and culture to help people thrive and sustain their success.



WEBSITE SCREEN / HR Delivery: the public service directory and department routes.

THE WAY WE WORK

Your organisational context comes first. HR Delivery draws together psychometrics, organisation development, learning and development, project delivery and HR practice. Advice and resources are adapted to the assignment, its people and its operating environment.

OUR VALUES

Expertise · generosity · accountability · adaptability · respect for local context

OUR COMMITMENT TO YOU

Five pledges.
One working relationship.

What these commitments mean when you work with HR Delivery.

01 Deep expertise

Bring relevant professional knowledge to your question and combine evidence with considered judgement.

02 Always helping

Offer useful resources and a level of support that fits the challenge you are trying to resolve.

03 Delivery guaranteed

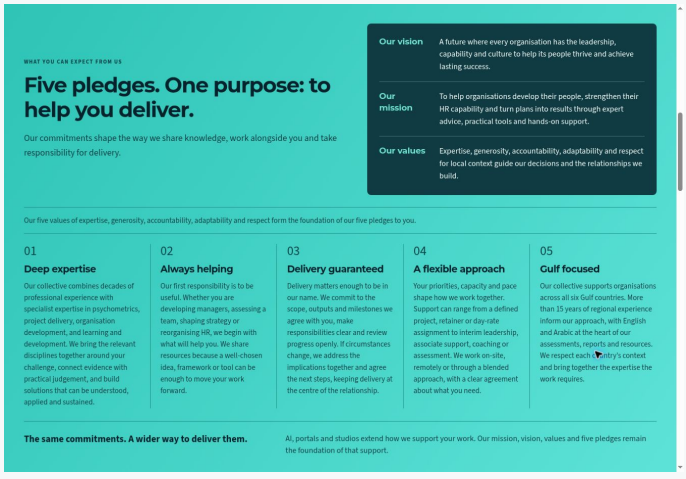
Agree the work, outputs, responsibilities and review points, with clear communication about progress.

04 A flexible approach

Shape the delivery arrangement around your requirements, whether advisory, project based, ongoing, remote or in person.

05 Gulf focused

Take account of the six Gulf countries, the local organisational context and the language needs of the assignment.



WHAT YOU CAN EXPECT FROM US

Five pledges. One purpose: to help you deliver.

Our commitments shape the way we share knowledge, work alongside you and take responsibility for delivery.

Our vision	A future where every organisation has the leadership, capability and culture to help its people thrive and achieve lasting success.
Our mission	To help organisations develop their people, strengthen their HR capability and turn plans into results through expert advice, practical tools and hands-on support.
Our values	Expertise, generosity, accountability, adaptability and respect for local context guide our decisions and the relationships we build.

Our five values of expertise, generosity, accountability, adaptability and respect form the foundation of our five pledges to you.

01	02	03	04	05
Deep expertise	**Always helping**	**Delivery guaranteed**	**A flexible approach**	**Gulf focused**
Our collective combines decades of professional experience with specialist expertise in psychometrics, project delivery, organisation development, and learning and development. We bring the relevant disciplines together around your challenge, connect evidence with practical judgement, and build solutions that can be understood, applied and sustained.	Our first responsibility is to be useful. Whether you are developing managers, assessing a team, shaping strategy or reorganising HR, we begin with what will help you. We share resources because a well-chosen idea, framework or tool can be enough to move your work forward.	Delivery matters enough to be in our name. We commit to the scope, outputs and milestones we agree with you, make responsibilities clear and review progress openly. If circumstances change, we address the implications together and agree the next steps, keeping delivery at the centre of the relationship.	Your priorities, capacity and pace shape how we work together. Support can range from a defined project, retainer or day-rate assignment to interim leadership, associate support, coaching or assessment. We work on-site, remotely or through a blended approach, with a clear agreement about what you need.	Our collective supports organisations across all six Gulf countries. More than 15 years of regional experience inform our approach, with English and Arabic at the heart of our assessments, reports and resources. We respect each country's context and bring together the expertise the work requires.

The same commitments. A wider way to deliver them. AI, portals and studios extend how we support your work. Our mission, vision, values and five pledges remain the foundation of that support.

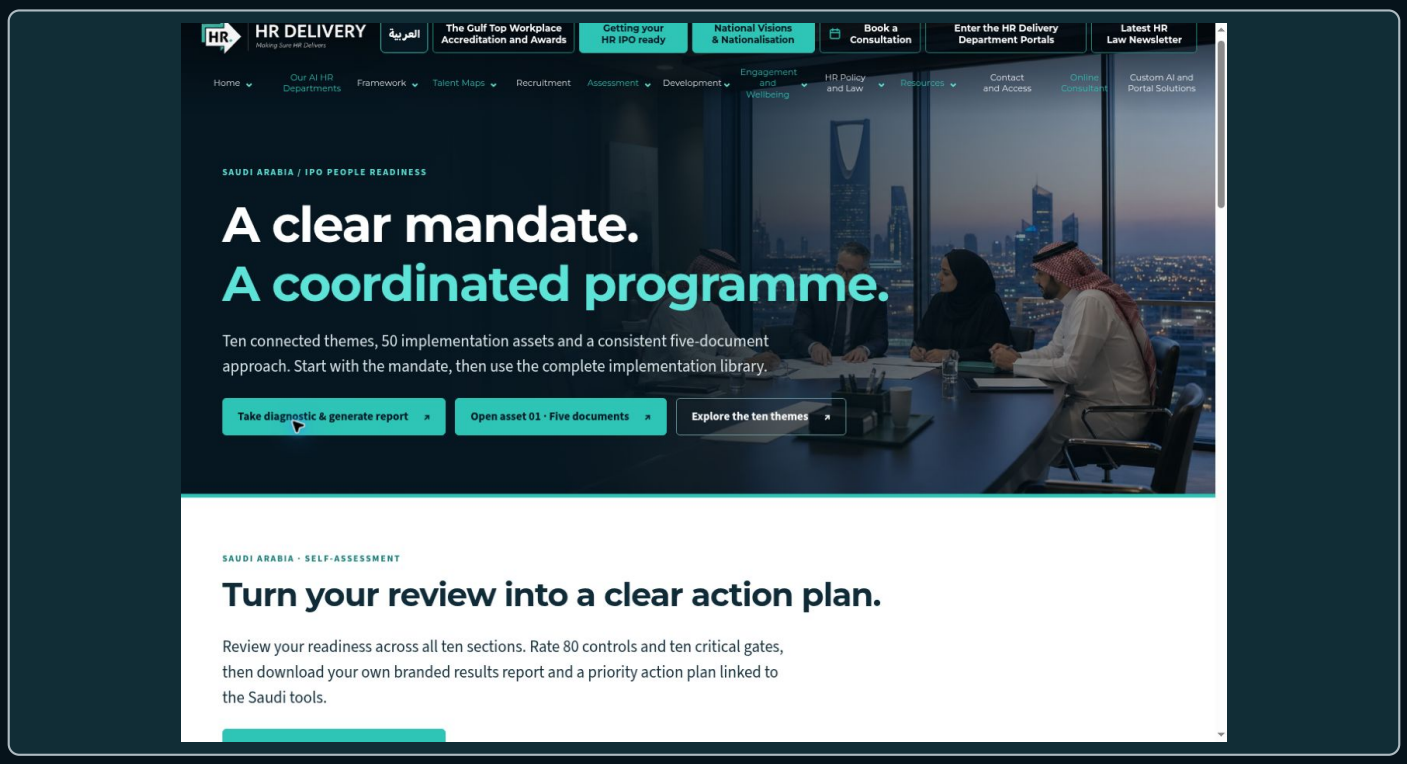
WEBSITE SCREEN / HR Delivery's published mission, vision, values and five pledges.

I / IPO READY

01

Explore the website resources

Organise the HR evidence, implementation work and priorities associated with preparing your organisation for an IPO.

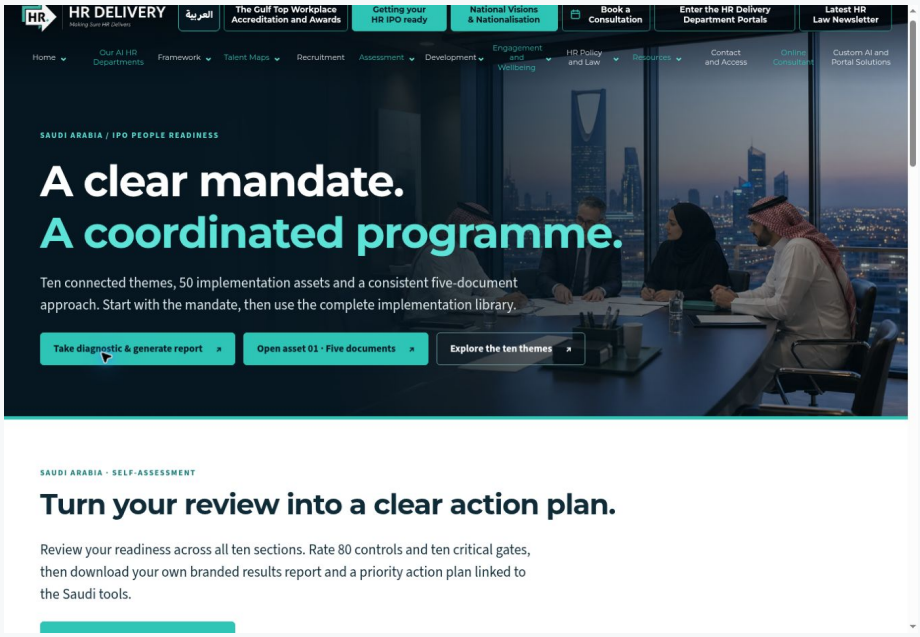


WEBSITE SCREEN / Live Saudi IPO programme and implementation-library entry point.

WEBSITE / ORIENTATION

Choose the country programme and understand its method

The public IPO Ready pages provide separate guidance and implementation routes for the six Gulf countries. Explore the country's programme context, review the diagnostic entry requirements and identify the relevant implementation resources. The country methods differ, so retain their stated rating rules, scope and material-issue treatment. Use the pages to prepare a focused workstream brief and adviser discussion; the diagnostic is an advisory preparation tool and does not confer listing approval.



WEBSITE SCREEN / Live Saudi IPO programme and implementation-library entry point.

HOW TO EXPLORE

1. **Set the country context.** Choose the relevant programme and identify the transaction and employer boundaries that need consideration.
2. **Understand the evidence requirements.** Read the diagnostic method and prepare the records, applicability decisions and owner questions it requires.
3. **Locate the next work product.** Connect an identified priority to an implementation resource, then agree its completion and review responsibilities.

ILLUSTRATIVE CLIENT USE

Illustrative example: an HR lead preparing a Qatar IPO workstream reviews the country programme before allocating tasks. She notes the evidence requirements, identifies the owners of existing records and prepares a scope discussion with the project team and advisers before beginning the diagnostic review.

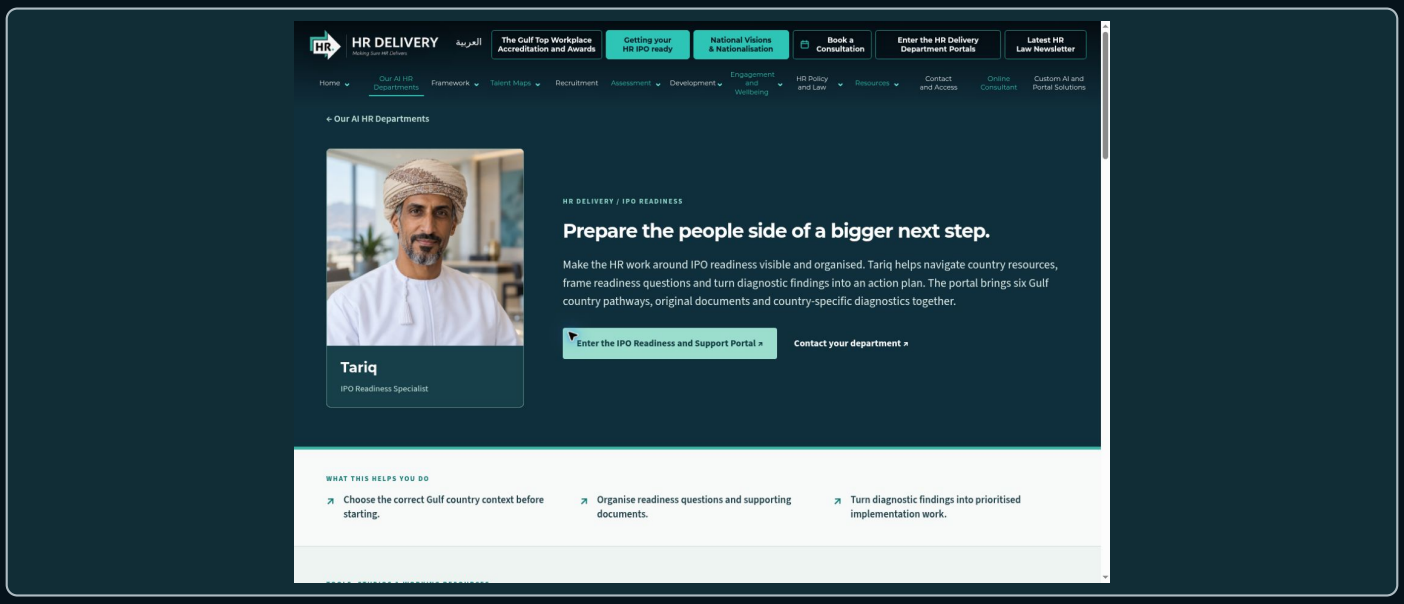
SPECIALIST SUPPORT

Meet Tariq

Use the specialist area to prepare a focused question and connect it with the service you need.

TARIQ / IPO READINESS SPECIALIST; FICTIONAL SPECIALIST PROFILE SUPPORTING SERVICE NAVIGATION

- Which country programme and transaction context should frame our brief?
- What evidence and scope questions should we organise before the diagnostic?
- Which implementation resources could support the priorities we need to address?



WEBSITE SCREEN / Tariq department profile

ACCESS IN THREE STEPS

- Read Tariq's published specialist area and select the relevant country programme.
- Prepare the transaction context, evidence questions and required work products.
- Ask Lama to coordinate human support and confirm the enabled communication route.

Tariq's public profile explains the support area. Live specialist AI communication still requires its external provider connection; agree human support and confirmed channels through Lama. Advisory diagnostics do not establish regulatory approval or listing eligibility.

SERVICE AT A GLANCE

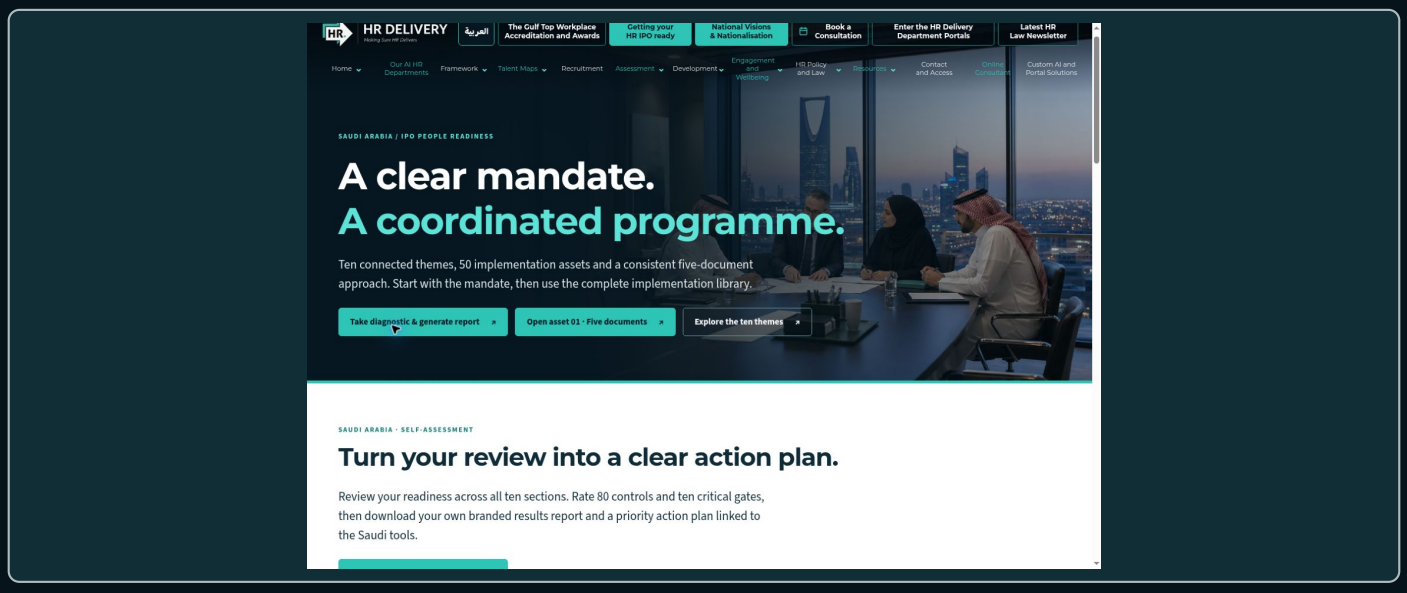
Country-specific IPO implementation libraries

Select the country programme for the jurisdiction in which your organisation is preparing its people and HR work.



Implementation assets by country · counts, not client outcomes

The six country programmes list 345 implementation assets. Each asset is described as a five-document pack, connecting guidance with a tool, example, interpretation and action-planning support. Check the relevant country method and document edition before use.

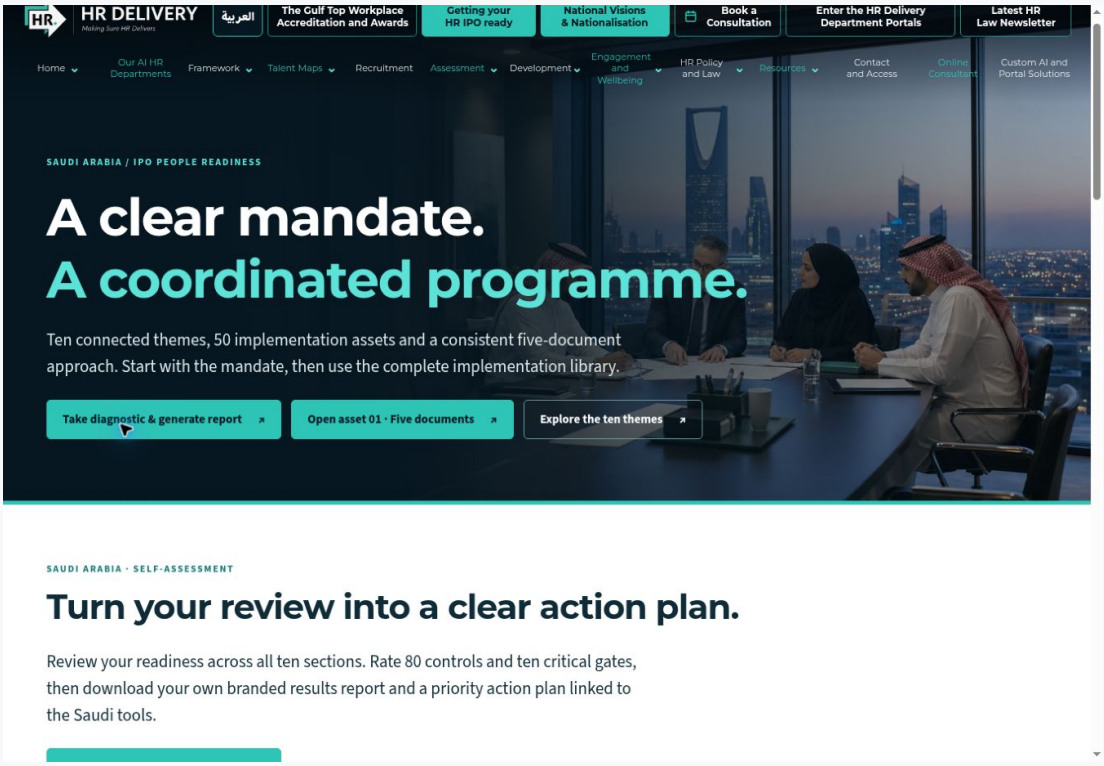


WEBSITE SCREEN / Live Saudi IPO programme and implementation-library entry point.

I · YOUR CLIENT EXPERIENCE

Country-specific IPO implementation libraries

Select the country programme for the jurisdiction in which your organisation is preparing its people and HR work.



WEBSITE SCREEN / Live Saudi IPO programme and implementation-library entry point.

WHAT IT GIVES YOU

The six country programmes list 345 implementation assets. Each asset is described as a five-document pack, connecting guidance with a tool, example, interpretation and action-planning support. Check the relevant country method and document edition before use.

THE CLIENT VALUE

Published catalogue counts. These are implementation resources, not a guarantee of listing readiness or approval.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a project manager uses the country-library chart to understand the available implementation collections. She then selects the assets relevant to her organisation's priorities, checking country, edition and expected work product rather than assuming the whole catalogue belongs in scope. Which implementation assets are relevant to our actual preparation priorities?

SOURCE: HR.DELIVERY / IPO SAUDI ARABIA

CHOOSE THE RELEVANT PEOPLE-READINESS ROUTE

Six Gulf-country IPO guidance libraries

Start IPO people-readiness work with the country and transaction context, then select the guidance, diagnostic and implementation resources relevant to the planned assignment.

WHAT IT GIVES YOU

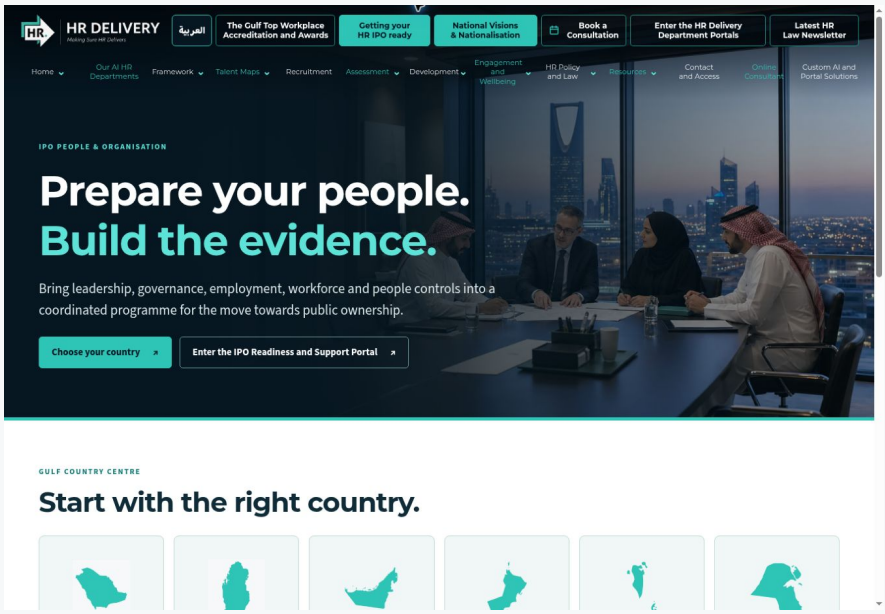
Saudi Arabia, Qatar, the UAE, Oman, Bahrain and Kuwait each have a distinct programme. Themes, control counts and scoring approaches differ, allowing clients to organise the people workstream around the selected country rather than a single generic checklist.

THE CLIENT VALUE

A defined country starting point helps the organisation and its advisers agree scope, identify evidence requirements and coordinate the people workstream more effectively.

YOUR OUTPUTS

- Country programme selection
- People-readiness guidance
- Connected diagnostic and implementation routes



WEBSITE SCREEN / Live IPO country-centre overview with routes to all six Gulf programmes.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a regional group begins by identifying the country and transaction context for its proposed programme. HR reviews the relevant guidance route with the responsible team, recording the entities, workforce boundaries and adviser questions that will shape the preparation assignment. Which country programme and transaction boundaries should we agree before starting?

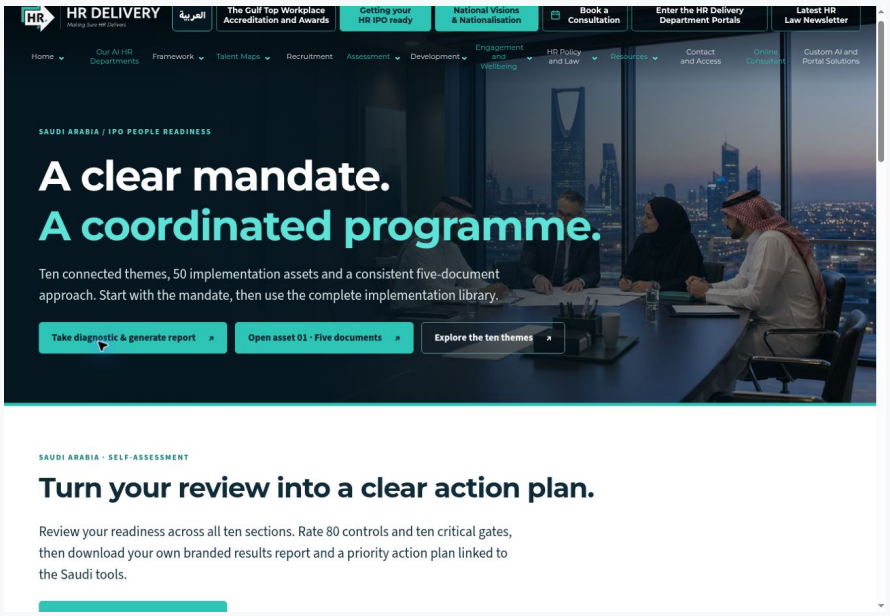
SERVICE CONTEXT / Advisory preparation; no listing or regulatory clearance

SOURCE: HR.DELIVERY / IPO READINESS

FIND THE PACKAGE THAT ADDRESSES THE GAP

Country implementation libraries

Move from a broad readiness theme to a practical work package that explains the task, the required document and the evidence to prepare.



WEBSITE SCREEN / Live Saudi IPO programme and implementation-library entry point.

WHAT IT GIVES YOU

The six programmes list 345 implementation assets: 50 for Saudi Arabia, 55 for Qatar and 60 for each remaining country. Each asset is described as a five-document pack covering instructions, a blank tool, an example, quality control and handover.

THE CLIENT VALUE

A coordinated package helps the project team understand the work, prepare a usable document and organise the review evidence needed for the people-readiness workstream.

YOUR OUTPUTS

- Searchable implementation work packages
- Blank tools with completed fictional examples
- Interpretation, quality-control and handover guidance

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an owner selects an implementation asset for a defined people-governance priority. She reviews the instructions, blank tool, fictional example, quality-control guidance and handover material together, then identifies the actual organisational records needed to complete the work product. What evidence and completed document should this implementation pack help us prepare?

SERVICE CONTEXT / Public implementation libraries; check country and edition

SOURCE: HR.DELIVERY / IPO SAUDI ARABIA

REVIEW CONTROLS AND SUPPORTING EVIDENCE

Country-specific HR IPO diagnostics

Assess people-readiness questions through the selected country method, making applicability, supporting evidence and unresolved material issues visible before interpreting the resulting findings.

WHAT IT GIVES YOU

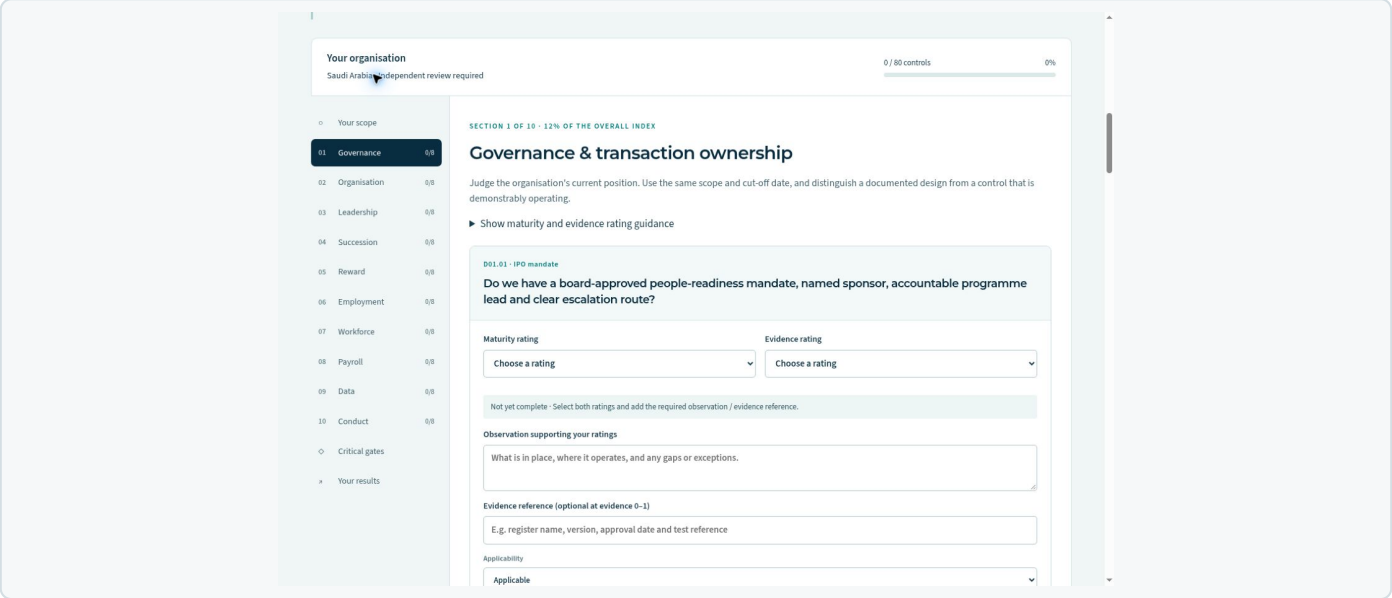
Saudi Arabia separately rates maturity and evidence and uses the lower rating across 80 controls. Qatar has 88 controls; the other four programmes have 96. Those five methods use evidence-supported ratings and equal theme weights, with material-issue gates.

THE CLIENT VALUE

A structured diagnostic helps the team organise its readiness discussion around evidence and unresolved questions, supporting preparation with responsible advisers and governance owners.

YOUR OUTPUTS

- Country-specific control review
- Evidence and applicability decisions
- Material issues requiring follow-up



WEBSITE SCREEN / Live Saudi diagnostic questions showing separate maturity and evidence controls, observations and evidence references; all values remain empty.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a project team agrees the selected country diagnostic before collecting responses. It confirms the rating rules, applicability questions and material-issue treatment, then records evidence consistently so findings can be reviewed without blending methods from different country programmes. Have we agreed the method, evidence requirements and treatment of unresolved issues?

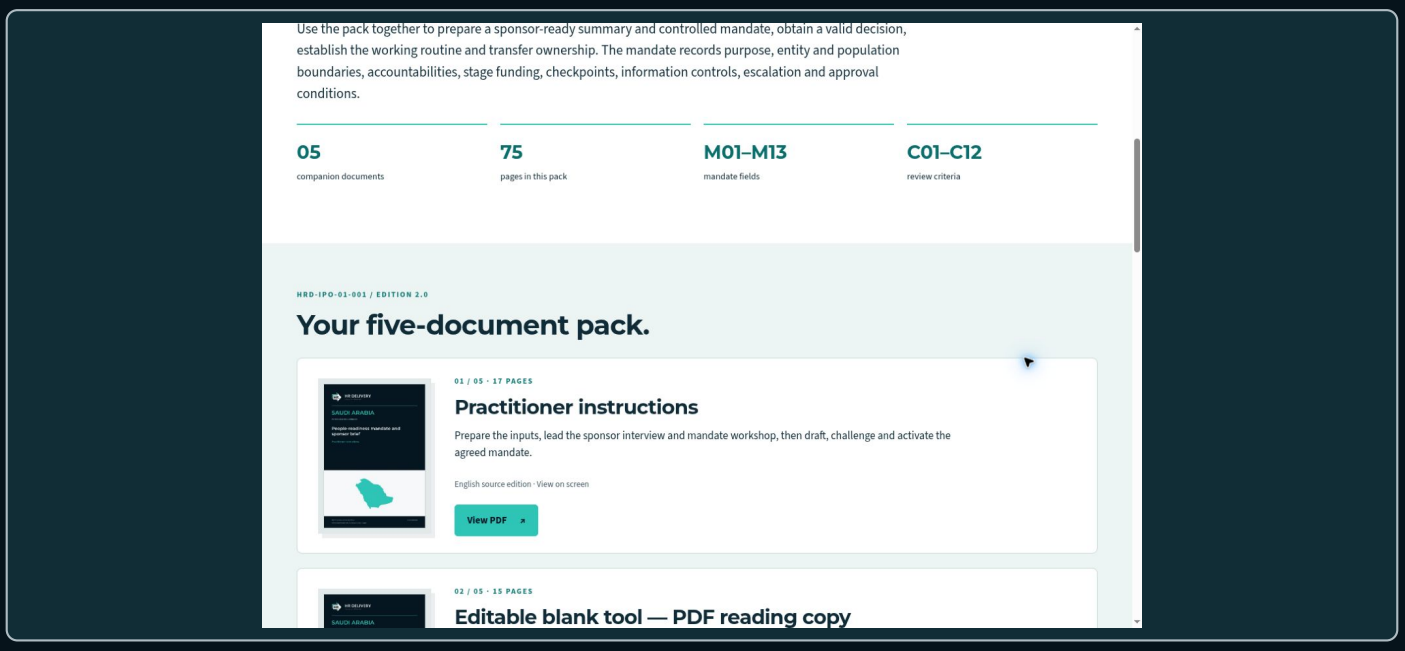
SERVICE CONTEXT / Country methods differ; advisory diagnostic only

SOURCE: HR.DELIVERY / IPO SAUDI DIAGNOSTIC

UNDERSTAND, COMPLETE, REVIEW AND HAND OVER

Downloadable implementation documents

Use the coordinated documents in a readiness pack to prepare a work product, check its quality and explain the evidence at handover.



WEBSITE SCREEN / Live Saudi IPO foundation-pack reader; five documents, 75 pages.

WHAT IT GIVES YOU

Implementation packs contain instructions, a blank tool, a fictional completed example, interpretation and quality-control guidance, and handover material. Public links open the documents in a reader; the Saudi practitioner offer also describes editable Word sources for selected blank tools.

THE CLIENT VALUE

Teams can follow a more consistent preparation sequence and understand how an individual document contributes to the wider people-readiness evidence and handover package.

YOUR OUTPUTS

- Instructions and blank implementation tool
- Fictional completed example
- Quality-control and handover documents

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR owner opens an implementation pack and uses its fictional completed example to understand the expected structure. She prepares her own document from actual records, checks the available format and language, and retains the quality-control and handover questions. Which format, language and supporting documents are available for the work we need to complete?

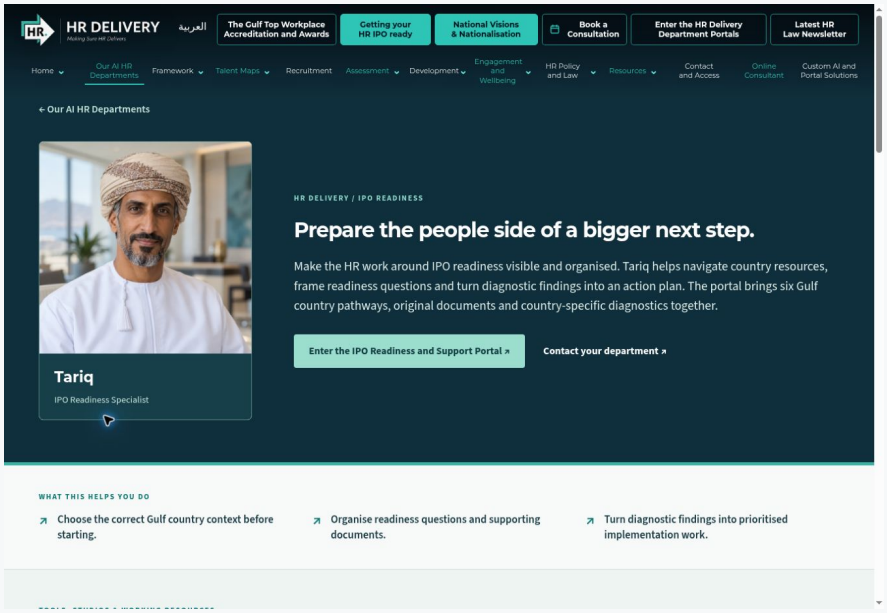
SERVICE CONTEXT / Format varies; translated foundation PDFs outstanding

SOURCE: HR.DELIVERY / IPO PEOPLE READINESS MANDATE

CONNECT COUNTRY RESOURCES WITH THE ASSIGNMENT

Tariq's IPO readiness specialist area

Use the specialist area to clarify the people and governance support required, then connect the enquiry with the relevant country programme and resources.



WEBSITE SCREEN / Live Tariq department page introducing the IPO specialist and related resources.

WHAT IT GIVES YOU

The area brings together country choice, governance questions, workforce and people-data preparation, diagnostic findings, document organisation and action planning. It helps clients frame preparation and locate resources, while decisions remain with the organisation and its responsible advisers.

THE CLIENT VALUE

A focused starting point helps clients explain the support they need and organise a practical conversation about the people side of IPO preparation.

YOUR OUTPUTS

- Country-specific enquiry brief
- Relevant guidance and diagnostic links
- Questions about evidence and implementation

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a client explores Tariq's specialist area before requesting programme support. The brief identifies the country, transaction context and immediate evidence questions, allowing Lama to coordinate a focused conversation with the human team about the appropriate resources and assignment scope. What country and evidence questions should we bring to the first programme discussion?

SERVICE CONTEXT / Specialist information available; live communication pending

SOURCE: HR.DELIVERY / DEPARTMENT IPO READINESS

PREPARE THE PEOPLE-WORKSTREAM BRIEF

Meet Tariq - IPO Readiness

Bring the country, transaction context and current people-readiness questions to Tariq's public profile to identify the resources and human support relevant to the work.

WHAT IT GIVES YOU

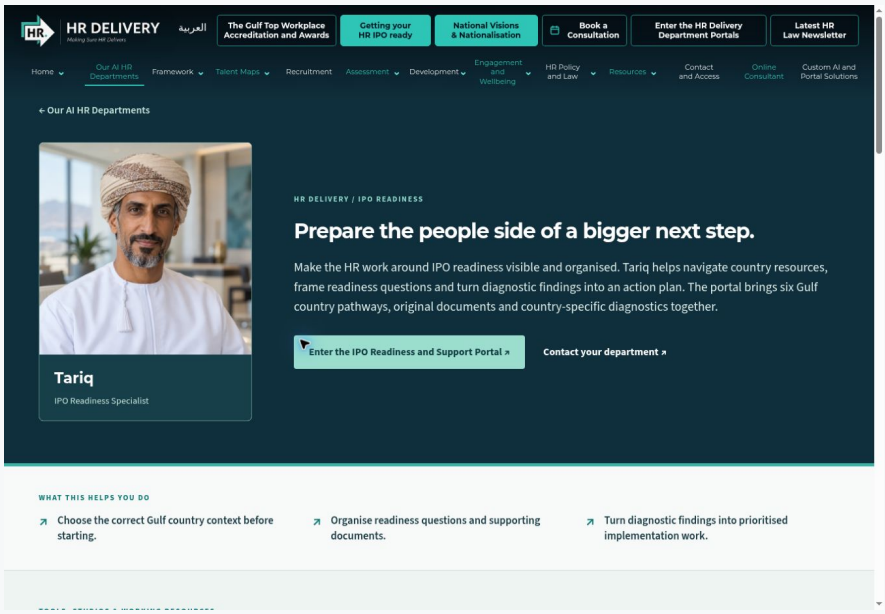
Tariq is presented as a fictional IPO Readiness Specialist focused on governance, people data, evidence organisation and readiness priorities. His profile helps frame a brief for HR Delivery, connecting the client's context with the country programme and implementation materials.

THE CLIENT VALUE

A clearer brief helps the organisation start a substantive discussion about its preparation needs and agree where specialist support or further evidence is required.

YOUR OUTPUTS

- People-workstream consultation brief
- Country and scope questions
- Evidence priorities for adviser discussion



WEBSITE SCREEN / Tariq department profile

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a sponsor uses Tariq's published profile to identify the IPO people-readiness support area. She prepares the current stage, responsible advisers and intended work products, then checks the enabled communication route with Lama before planning a specialist conversation. Which support is needed now, and which communication route has been confirmed?

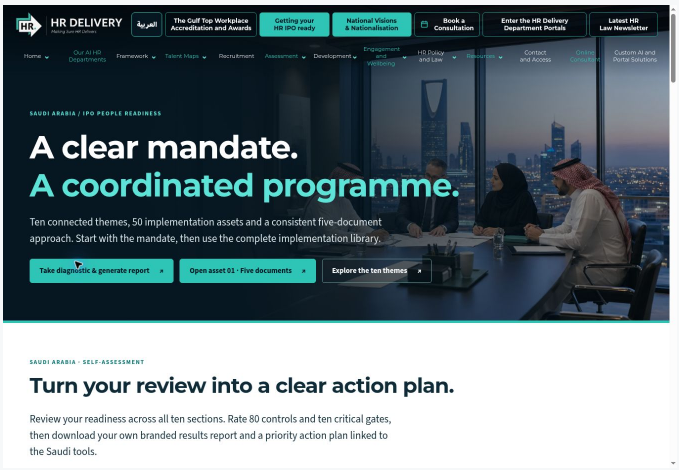
SERVICE CONTEXT / Fictional specialist profile; live AI connection pending

SOURCE: HR.DELIVERY / DEPARTMENT IPO READINESS

A COUNTRY-SPECIFIC PREPARATION ROUTE

Saudi Arabia IPO people-readiness programme

Organise the Saudi Arabia people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.



WEBSITE SCREEN / Live Saudi Arabia public programme or diagnostic entry.

WHAT IT GIVES YOU

Saudi preparation distinguishes Main Market and Nomu contexts. Its diagnostic separately rates maturity and evidence, uses the lower effective rating and applies weighted sections with ten critical gates. The programme connects guidance with implementation packs across the people workstream.

YOUR OUTPUTS

- 10 themes and 80 diagnostic controls
- 50 implementation assets
- Separate maturity and evidence ratings; weighted sections and ten critical gates

THE CLIENT VALUE

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a Saudi project team prepares evidence for the selected programme with maturity and evidence assessed separately. It reviews the lower effective rating and critical-gate questions with responsible owners, then identifies the implementation work needed for a more complete preparation picture. How will we substantiate both the stated arrangements and their supporting evidence?

SERVICE CONTEXT / Advisory programme; no listing eligibility or regulatory approval

SOURCE: HR.DELIVERY / IPO SAUDI ARABIA

A COUNTRY-SPECIFIC PREPARATION ROUTE

Qatar IPO people-readiness programme

Organise the Qatar people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.

WHAT IT GIVES YOU

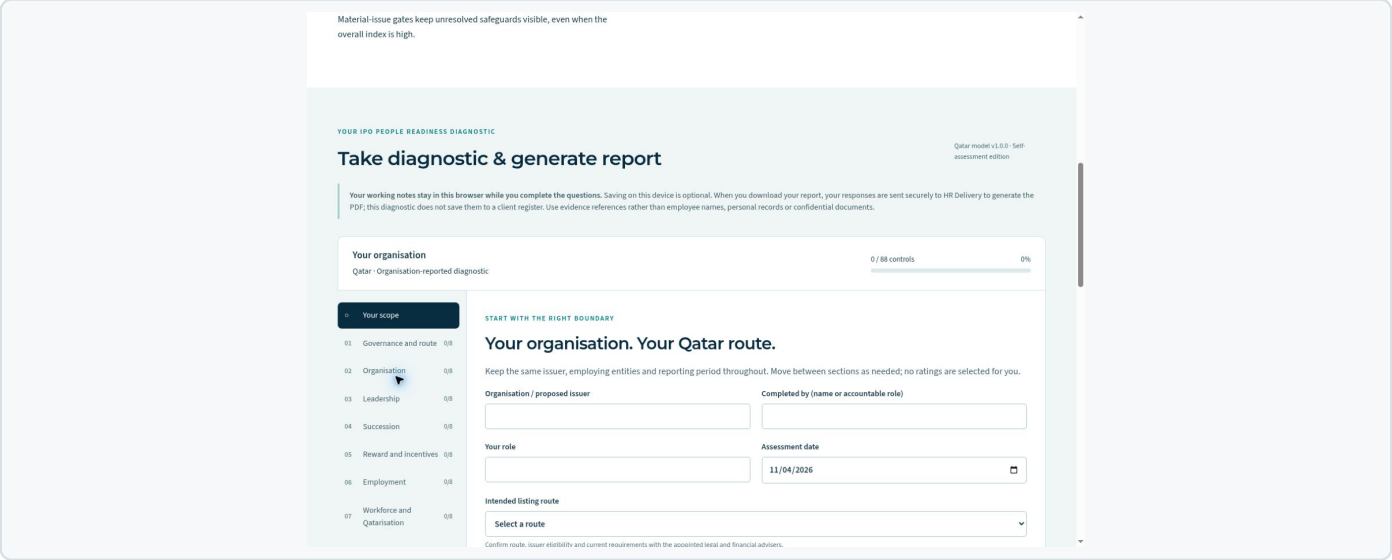
Qatar preparation begins with governance, transaction, employer and workforce context, including sustainability and reporting. The diagnostic uses one evidence-supported rating and equal weights across eleven themes, with eleven material-issue gates and no ready or near-ready percentage bands.

THE CLIENT VALUE

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

YOUR OUTPUTS

- 11 themes and 88 diagnostic controls
- 55 implementation assets
- Evidence-supported ratings; equal theme weights and eleven material-issue gates



WEBSITE SCREEN / Live Qatar public programme or diagnostic entry.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a Qatar HR lead organises evidence by the programme's eleven themes and records material-issue questions for the review team. Findings are discussed using the stated evidence-supported method, without importing ready or near-ready percentage bands from another country programme. Which evidence and material issues need to be reviewed within the Qatar method?

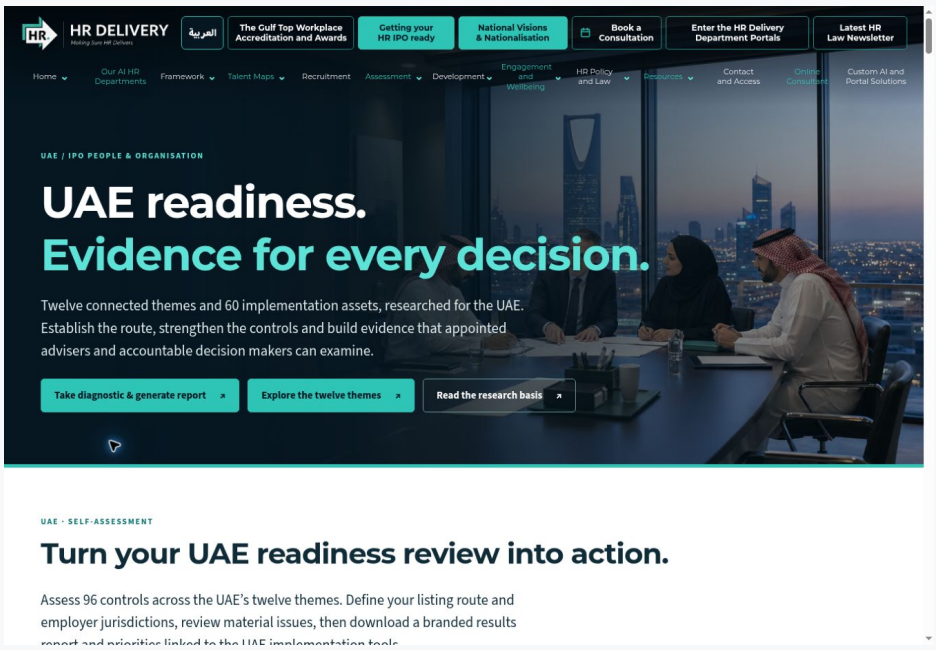
SERVICE CONTEXT / Advisory programme; no listing eligibility or regulatory approval

SOURCE: HR.DELIVERY / IPO QATAR

A COUNTRY-SPECIFIC PREPARATION ROUTE

United Arab Emirates IPO people-readiness programme

Organise the United Arab Emirates people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.



WEBSITE SCREEN / Live United Arab Emirates public programme or diagnostic entry.

WHAT IT GIVES YOU

The UAE programme considers issuer and market choices alongside mainland, free-zone, DIFC and ADGM employer regimes. Its diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, retaining applicability and exclusion decisions within the review.

THE CLIENT VALUE

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

YOUR OUTPUTS

- 12 themes and 96 diagnostic controls
- 60 implementation assets
- Evidence-supported ratings; applicability review and twelve material-issue gates

SERVICE CONTEXT / Advisory programme; no listing eligibility or regulatory approval

SOURCE: HR.DELIVERY / IPO UAE

CLIENT APPLICATION

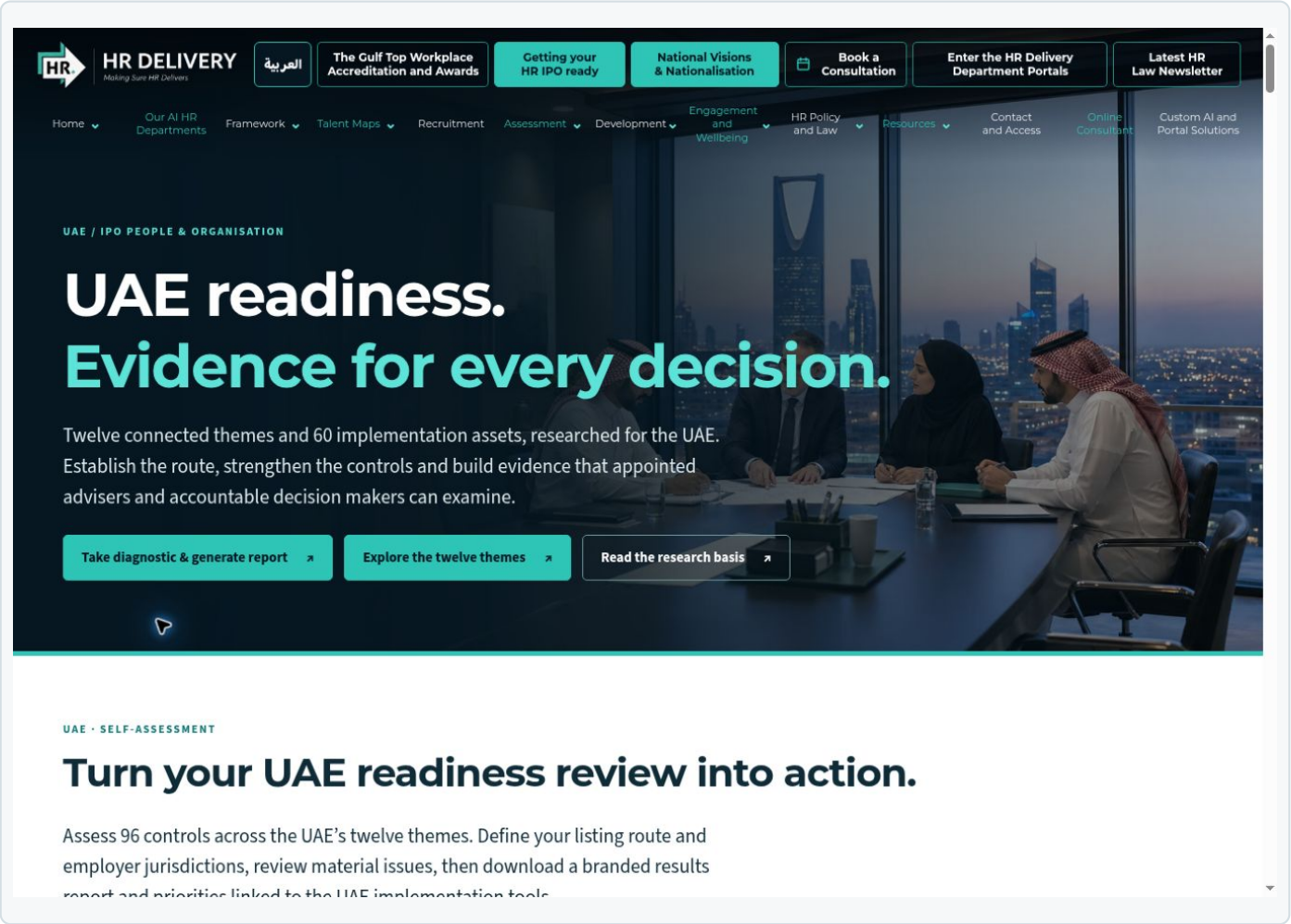
United Arab Emirates IPO people-readiness programme

A practical way to bring the tool into an organisational conversation.

ILLUSTRATIVE CLIENT EXAMPLE

Illustrative example: a UAE group establishes the relevant issuer, market and employer context before reviewing diagnostic controls. The team records applicability and exclusion decisions alongside evidence, giving reviewers a clear account of what the programme covers and what remains outside its scope.

Which employer contexts and applicability decisions should be recorded in our UAE review?

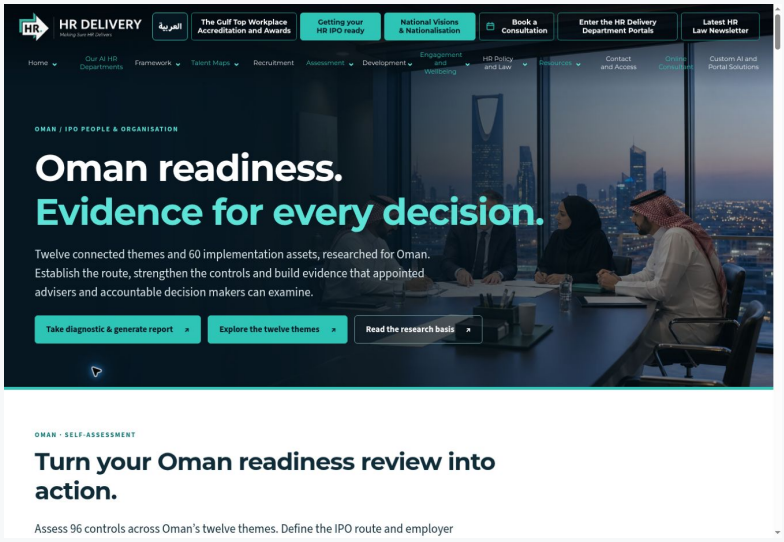


WEBSITE SCREEN / Live United Arab Emirates public programme or diagnostic entry.

A COUNTRY-SPECIFIC PREPARATION ROUTE

Oman IPO people-readiness programme

Organise the Oman people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.



WEBSITE SCREEN / Live Oman public programme or diagnostic entry.

WHAT IT GIVES YOU

Oman preparation considers MSX admission or transfer, Alternative Investment Market routes, employer boundaries and workforce context. The diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, without ready or near-ready percentage bands in the method.

THE CLIENT VALUE

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

YOUR OUTPUTS

- 12 themes and 96 diagnostic controls
- 60 implementation assets
- Evidence-supported ratings; equal included-theme weights and twelve material-issue gates

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an Oman preparation team confirms the proposed transaction route and workforce boundaries, then reviews evidence using the country programme. Its owners retain material-issue questions and implementation responsibilities, using the findings to organise preparation rather than imply a listing decision. What transaction and workforce boundaries should guide the Oman workstream?

SERVICE CONTEXT / Advisory programme; no listing eligibility or regulatory approval

SOURCE: HR.DELIVERY / IPO OMAN

A COUNTRY-SPECIFIC PREPARATION ROUTE

Bahrain IPO people-readiness programme

Organise the Bahrain people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.

WHAT IT GIVES YOU

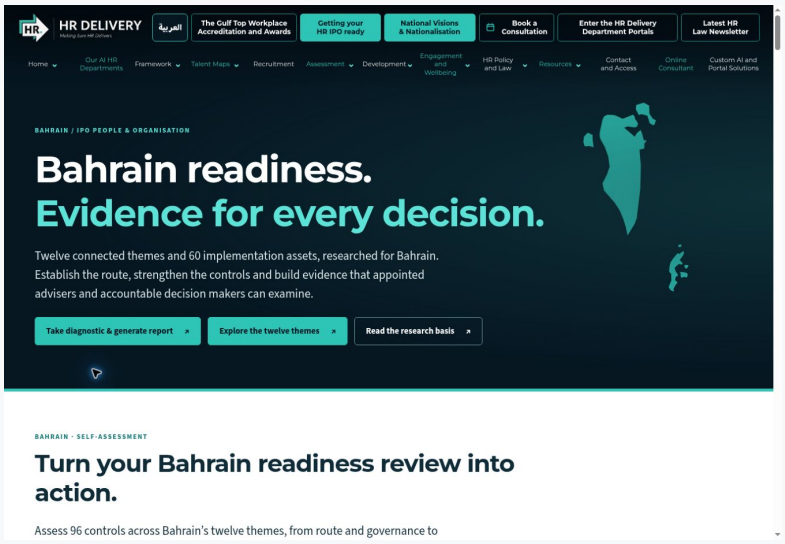
Bahrain preparation considers Mainboard and BIM routes alongside workforce sustainability, investor relations and assurance for listed-company life. The diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, without ready or near-ready percentage bands.

THE CLIENT VALUE

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

YOUR OUTPUTS

- 12 themes and 96 diagnostic controls
- 60 implementation assets
- Evidence-supported ratings; equal included-theme weights and twelve material-issue gates



WEBSITE SCREEN / Live Bahrain public programme or diagnostic entry.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a Bahrain project sponsor brings workforce sustainability and reporting questions into the preparation brief. The team applies the country method, records evidence and material issues, and assigns the relevant implementation work to owners who can explain progress to the responsible advisers. Which people, reporting and assurance questions need named owners in our Bahrain programme?

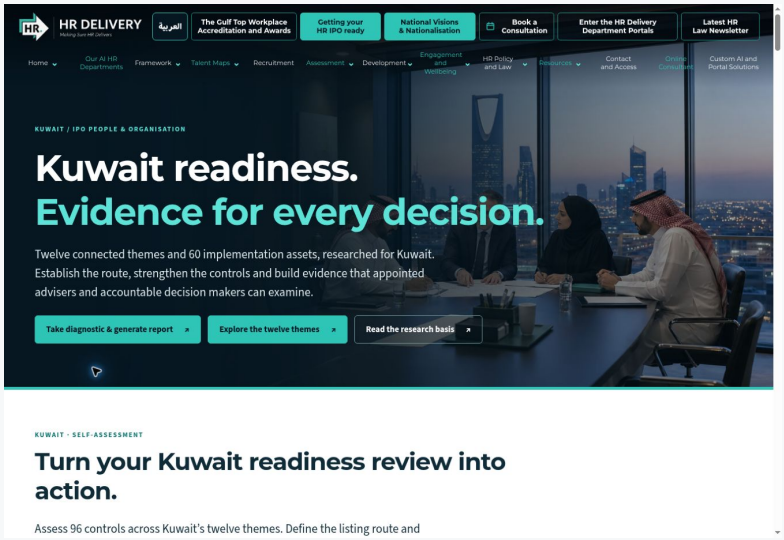
SERVICE CONTEXT / Advisory programme; no listing eligibility or regulatory approval

SOURCE: HR.DELIVERY / IPO BAHRAIN

A COUNTRY-SPECIFIC PREPARATION ROUTE

Kuwait IPO people-readiness programme

Organise the Kuwait people workstream around the selected transaction and employment context, then use the programme to structure evidence, implementation and adviser discussion.



WEBSITE SCREEN / Live Kuwait public programme or diagnostic entry.

WHAT IT GIVES YOU

Kuwait preparation considers Boursa Main, Premier and Emerging Companies Market routes, with employer, workforce and reporting boundaries. Its diagnostic uses one evidence-supported rating, equal included-theme weights and twelve material-issue gates, retaining applicability and exclusion review within the method.

YOUR OUTPUTS

- 12 themes and 96 diagnostic controls
- 60 implementation assets
- Evidence-supported ratings; applicability review and twelve material-issue gates

THE CLIENT VALUE

A country-specific structure helps the organisation agree what belongs in scope and prepare a more coherent evidence and action discussion with responsible advisers.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a Kuwait team records employer, workforce and reporting boundaries before reviewing the country controls. Applicability and exclusion decisions accompany the evidence, helping the review team distinguish completed work, unresolved questions and the next implementation priorities within the agreed preparation scope. What must be included or expressly excluded from the Kuwait diagnostic scope?

SERVICE CONTEXT / Advisory programme; no listing eligibility or regulatory approval

SOURCE: HR.DELIVERY / IPO KUWAIT

I · YOUR CLIENT EXPERIENCE

Confirm the language of Saudi IPO implementation documents

A bilingual website does not necessarily mean every downloadable document is available in both languages.

WHAT IT GIVES YOU

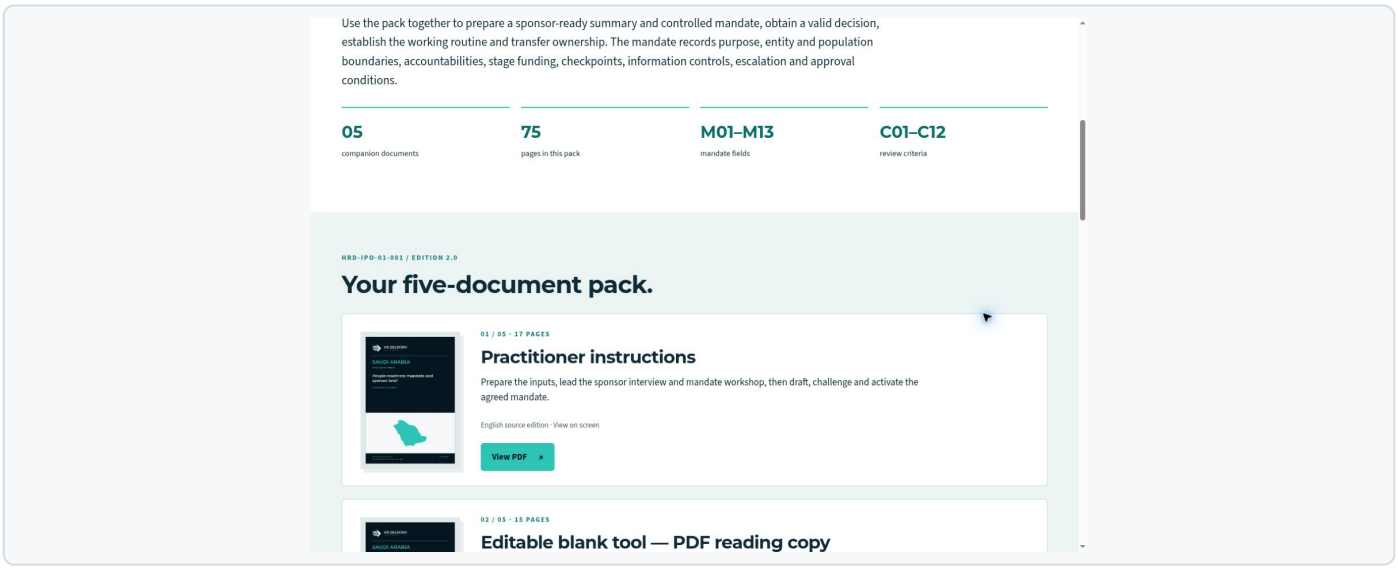
The Saudi IPO foundation pack states that translated PDF editions have not been supplied. Identify the required document language and check each available edition before arranging internal review or a client handover, especially where several stakeholders need a shared version.

THE CLIENT VALUE

The implementation team can prepare its document workflow around the files it can use and the translations still required.

YOUR OUTPUTS

- A confirmed document language
- An available edition for review
- A translation requirement where needed



WEBSITE SCREEN / Live Saudi IPO implementation document pack, supporting the document-language readiness finding.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a Saudi project team needs implementation material for English and Arabic reviewers. Before scheduling handover, it checks the editions actually provided, records any translation requirement and agrees the review route, recognising that a bilingual website does not establish bilingual downloadable documents. Which document languages are available, and which translation or review work must be arranged?

SERVICE CONTEXT / Readiness and scope to confirm for the client engagement.

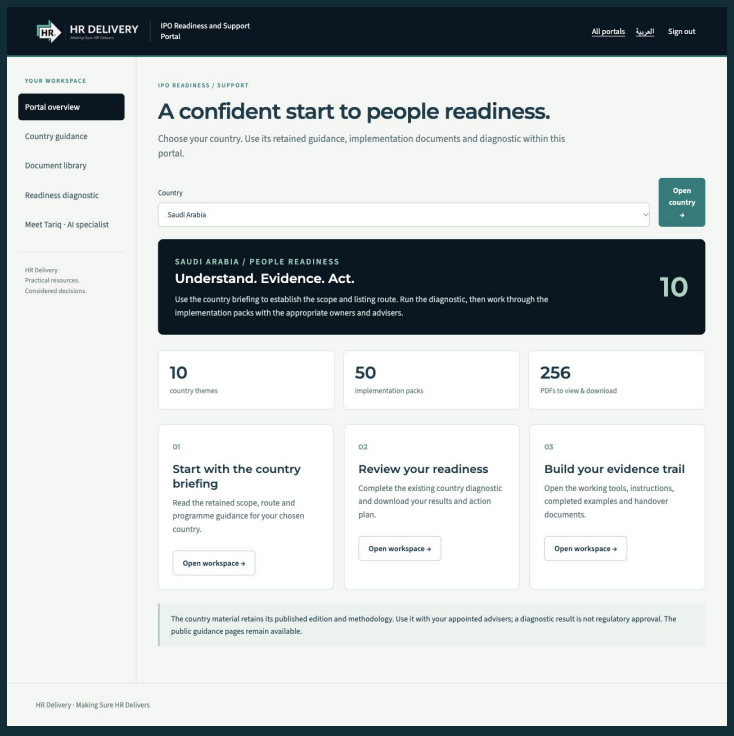
SOURCE: HR.DELIVERY / IPO READINESS

I / IPO READY

02

Put the portal to work

Understand the tools, studios, records and handovers that support your agreed service.



PUBLISHED WORKSPACE DEMONSTRATION / Official IPO readiness portal demonstration; six public country diagnostic entry forms were inspected.

PORTAL / THE WORKING SEQUENCE

Connect evidence, findings and accountable implementation

The IPO Readiness and Support portal is presented as a connected route into country guidance, document libraries and readiness diagnostics. Your programme should begin with agreed scope and responsible owners. Complete the selected method using relevant evidence, resolve applicability and material-issue questions, then review the findings with the responsible team. Link each priority to an implementation work product and its review requirements. Confirm the available access, document formats and service support before planning the working arrangements.

01

Define the workstream

Agree the country, transaction, entities, workforce scope and advisers involved in the preparation.

02

Assemble and assess evidence

Apply the selected country method, retaining the evidence and decisions behind each response.

03

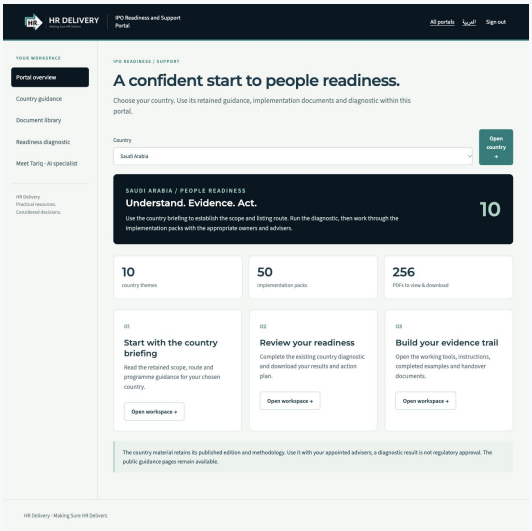
Agree the priorities

Discuss incomplete controls, material issues and dependencies with the owners responsible for follow-up.

04

Complete and review the work

Use the relevant implementation pack, review the completed document and retain the evidence at handover.



PUBLISHED WORKSPACE DEMONSTRATION / Official IPO readiness portal demonstration; six public country diagnostic entry forms were inspected.

BRING TO THE WORKSPACE

- Country-method and transaction scope
- An inventory of available evidence and missing records
- Control owners and the appropriate review team
- Required document languages, formats and milestone dates

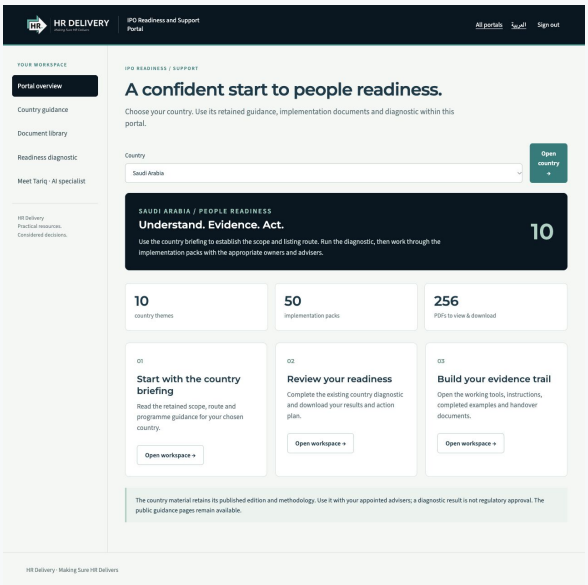
WORK TOWARDS THESE OUTPUTS

- Country-specific diagnostic findings in context
- A prioritised list of work and responsible owners
- Completed implementation documents for review
- An evidence and handover record for the workstream

I · YOUR CLIENT EXPERIENCE

IPO readiness: organise the people and governance work

Choose your Gulf country programme and build a clearer view of readiness gaps, implementation evidence and priorities.



PUBLISHED WORKSPACE DEMONSTRATION / Official IPO readiness portal demonstration; six public country diagnostic entry forms were inspected.

WHAT IT GIVES YOU

The service connects country guidance, implementation libraries and HR readiness diagnostics across Saudi Arabia, Qatar, UAE, Oman, Bahrain and Kuwait. Use the relevant country method, complete the required inputs and agree how results and action priorities will be reviewed.

THE CLIENT VALUE

The organisation can coordinate its HR preparation around a documented set of requirements, responsibilities and evidence rather than disconnected tasks.

YOUR OUTPUTS

- A readiness evidence picture
- Country-specific implementation resources
- Prioritised actions for professional review

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR director brings country guidance, diagnostic questions and implementation resources into a single workstream plan. Each priority is assigned to an owner and a reviewer, so the team can explain how the proposed work relates to the organisation's preparation scope. Which people-workstream questions and owners should be connected in our programme?

SOURCE: HR.DELIVERY / PORTALS

UNDERSTAND WHAT THE RESULT REPRESENTS

Diagnostic results and interpretation

Read the diagnostic findings in the context of the country method, completed controls and supporting evidence before deciding which people-readiness priorities require action.

WHAT IT GIVES YOU

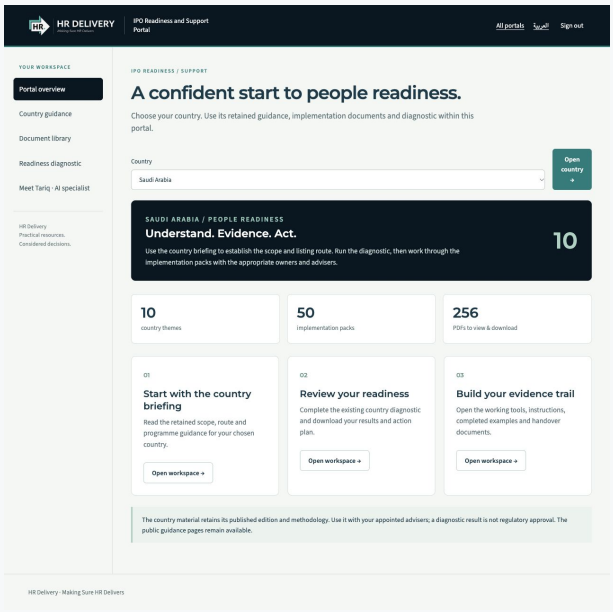
Results are described through charts, section findings and areas for review. Saudi Arabia publishes conditional thresholds; the other five methods avoid ready or near-ready percentage bands. Incomplete scope, controls or gate judgements must be resolved before a final interpretation.

THE CLIENT VALUE

Decision-makers gain a more explainable view of the evidence, helping them focus follow-up without treating a score as regulatory approval or listing eligibility.

YOUR OUTPUTS

- Charts and section findings
- Country-method interpretation context
- Unresolved issues and readiness priorities



PUBLISHED WORKSPACE DEMONSTRATION / Supporting official IPO portal demonstration describing diagnostic results.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: the review team discusses a diagnostic finding alongside the evidence behind it. Incomplete scope and unresolved gates remain visible, and the team identifies the follow-up work needed before treating the finding as a dependable preparation baseline for its advisers. What unresolved scope or evidence question affects the interpretation of this finding?

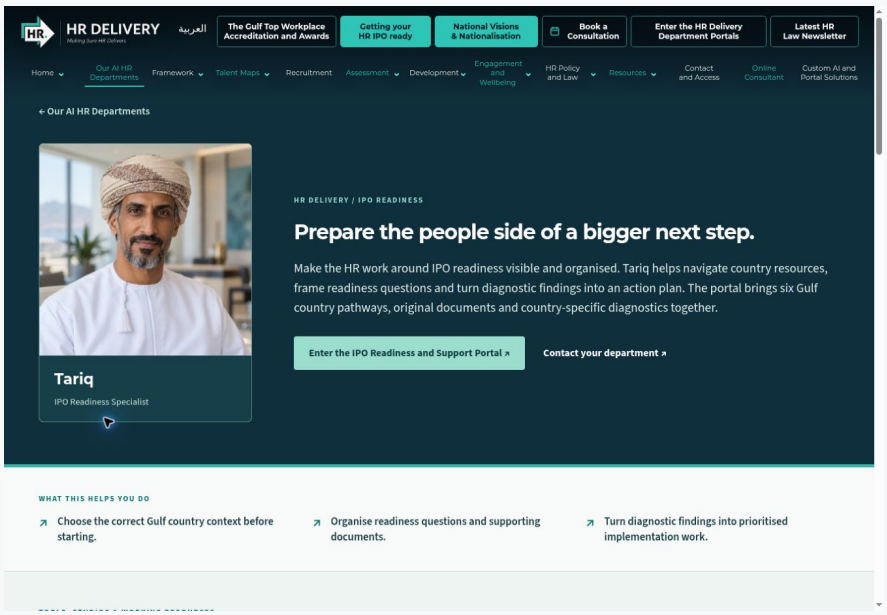
SERVICE CONTEXT / Advisory results; resolve incomplete scope and gates

SOURCE: HR.DELIVERY / IPO SAUDI DIAGNOSTIC

GIVE EACH PRIORITY A PRACTICAL NEXT STEP

Readiness action plans

Turn a readiness finding into a defined piece of work with an owner, required evidence and review point agreed by the responsible team.



WEBSITE SCREEN / Supporting live IPO department overview describing practical action plans and coordinated implementation work.

WHAT IT GIVES YOU

The country programmes connect diagnostic priorities with relevant implementation tools and people-workstream responsibilities. An action plan links the identified gap to a work package, then supports discussion of whether the proposed control has been implemented and operates as intended.

THE CLIENT VALUE

Clear actions help the organisation move from a diagnostic conversation to accountable preparation and provide a basis for reviewing progress with its advisers.

YOUR OUTPUTS

- Priority linked to a readiness finding
- Owner, evidence and review requirements
- Relevant implementation pack

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: a readiness priority becomes an action with a named owner, required work product and review date. The owner selects the relevant implementation material and agrees what evidence will demonstrate completion, giving the workstream a practical basis for progress discussions. Who owns this priority, and what reviewed evidence will show that the work is complete?

SERVICE CONTEXT / Advisory action planning; implementation needs accountable owners

SOURCE: HR.DELIVERY / DEPARTMENT IPO READINESS

START WITH SCOPE AND RESPONSIBILITY

Define the IPO people workstream

Agree the country and transaction context before selecting a diagnostic or allocating the people-readiness work across the organisation and advisers.

WHAT IT GIVES YOU

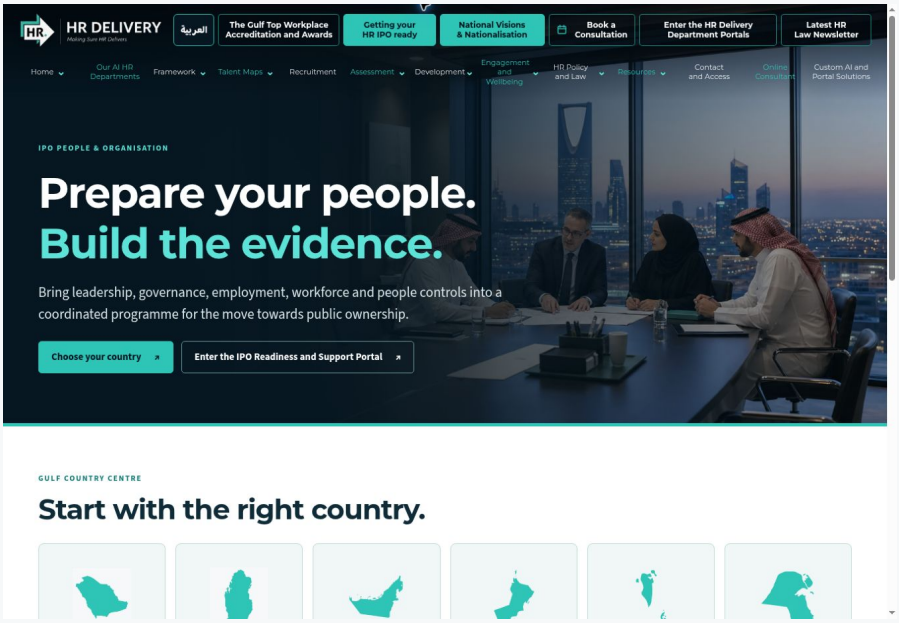
Identify the market route, employer boundaries and workforce context. Use country guidance to define the people workstream, initial evidence requirements and the responsible owners who should participate in its review.

YOUR OUTPUTS

- Country and scope definition
- People-workstream responsibilities
- Initial evidence and implementation priorities

HOW TO USE IT

1. **Choose the programme.** Select the country and confirm the relevant transaction and employment context.
2. **Define the boundaries.** Identify included employers, workforce matters and questions requiring applicability review.
3. **Assign the work.** Agree responsible owners and the evidence needed for the people workstream.



RELATED SERVICE VIEW / Live IPO country-centre overview with routes to all six Gulf programmes.

WHY THIS HELPS

A defined scope helps the organisation avoid collecting disconnected material and gives advisers a clearer basis for coordinating the people-readiness contribution to preparation.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an HR lead prepares a workstream brief containing the country, transaction context, entities, workforce boundaries and responsible advisers. The project team agrees those foundations before allocating diagnostic and implementation tasks, giving each owner a clearer understanding of the preparation assignment. What scope decisions must be agreed before the team begins collecting evidence?

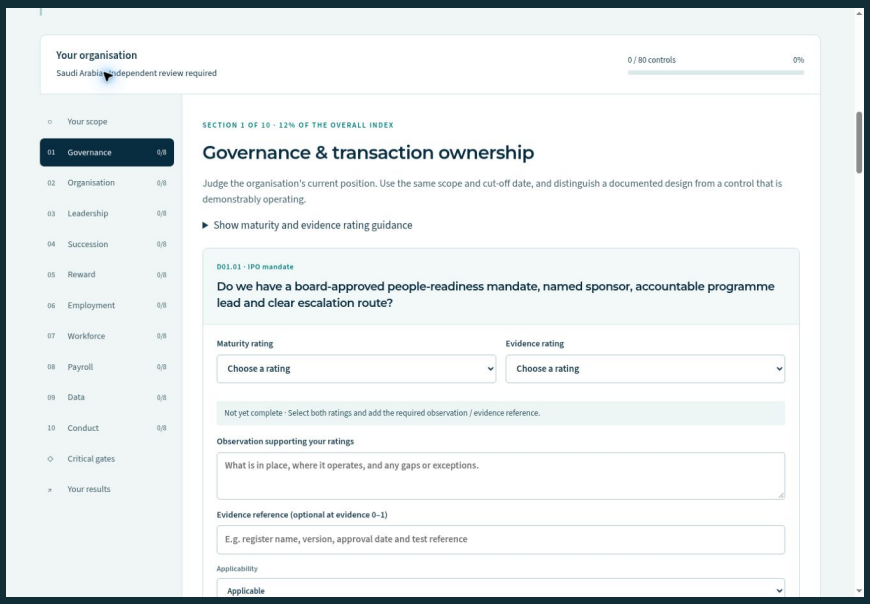
SERVICE CONTEXT / Advisory preparation; scope agreed with responsible advisers

SOURCE: HR.DELIVERY / IPO READINESS

EVIDENCE, APPLICABILITY AND MATERIAL ISSUES

Complete a country diagnostic coherently

Use the selected country's method consistently and resolve incomplete scope or gate decisions before interpreting the findings as a readiness picture.



RELATED SERVICE VIEW / Live Saudi diagnostic questions showing separate maturity and evidence controls, observations and evidence references; all values remain empty.

WHAT IT GIVES YOU

Keep judgements tied to evidence and applicability decisions. Saudi Arabia uses separate maturity and evidence ratings; the other five programmes use their own evidence-supported country methods and interpretation.

YOUR OUTPUTS

- Control judgements and supporting evidence
- Applicability and gate decisions
- Findings requiring priority follow-up

HOW TO USE IT

1. **Apply the country method.** Use the selected programme's rating approach and its stated evidence requirements.
2. **Review the controls.** Record the supporting evidence and resolve applicability decisions with responsible owners.
3. **Address material issues.** Review incomplete controls and gates before discussing results and action priorities.

WHY THIS HELPS

A coherent diagnostic record helps reviewers understand the evidence and identify unresolved questions that still limit the readiness interpretation.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: the team completes the selected country diagnostic using a shared evidence record. Reviewers examine incomplete responses, applicability decisions and material issues together, then agree the findings that can be interpreted and the questions requiring further work before the next review. Which unresolved question could change our interpretation of the current diagnostic picture?

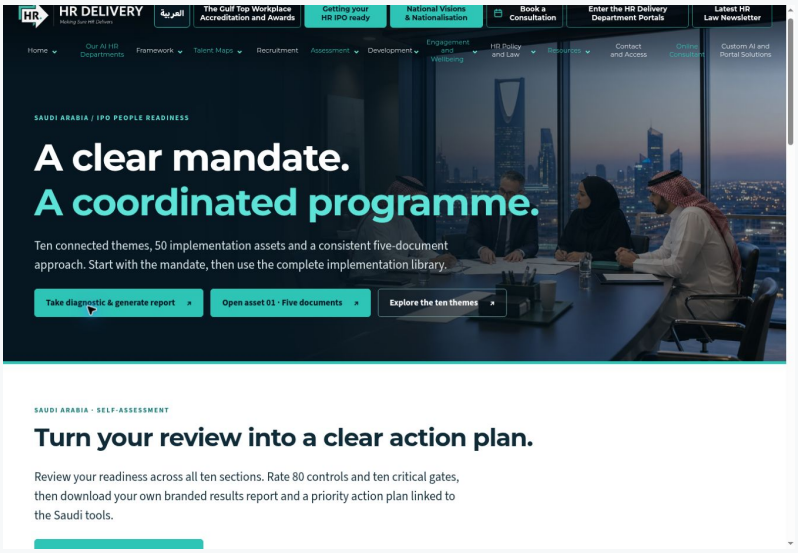
SERVICE CONTEXT / Country methods differ; no regulatory clearance conferred

SOURCE: HR.DELIVERY / IPO SAUDI DIAGNOSTIC

A WORK PRODUCT THAT CAN BE REVIEWED AND HANDED OVER

Turn a readiness priority into an evidence pack

Select the package linked to a readiness priority, then prepare the organisation's work product and supporting evidence for review.



RELATED SERVICE VIEW / Live Saudi IPO programme and implementation-library entry point.

WHAT IT GIVES YOU

Use instructions and the fictional example to understand the task. Complete the tool using organisational facts, apply quality-control guidance and hand over the work product with evidence and follow-up.

YOUR OUTPUTS

- Completed implementation work product
- Quality-control findings and evidence
- Handover and follow-up requirements

HOW TO USE IT

1. **Select the relevant package.** Connect the readiness finding with the correct country implementation asset.
2. **Complete and check.** Prepare the document and apply the package's interpretation and quality-control guidance.
3. **Hand over the evidence.** Explain the work product, supporting evidence and remaining actions to reviewers.

WHY THIS HELPS

A coordinated pack explains what has been prepared and gives reviewers a clearer basis for checking the work and its evidence.

IN YOUR ORGANISATION / ILLUSTRATIVE

Illustrative example: an implementation owner turns a readiness priority into a reviewed work product. The handover includes the completed document, source evidence, quality-control findings and remaining dependencies, allowing the next reviewer to understand both the progress made and the decisions still required. What should the reviewer receive to understand and assess this completed work product?

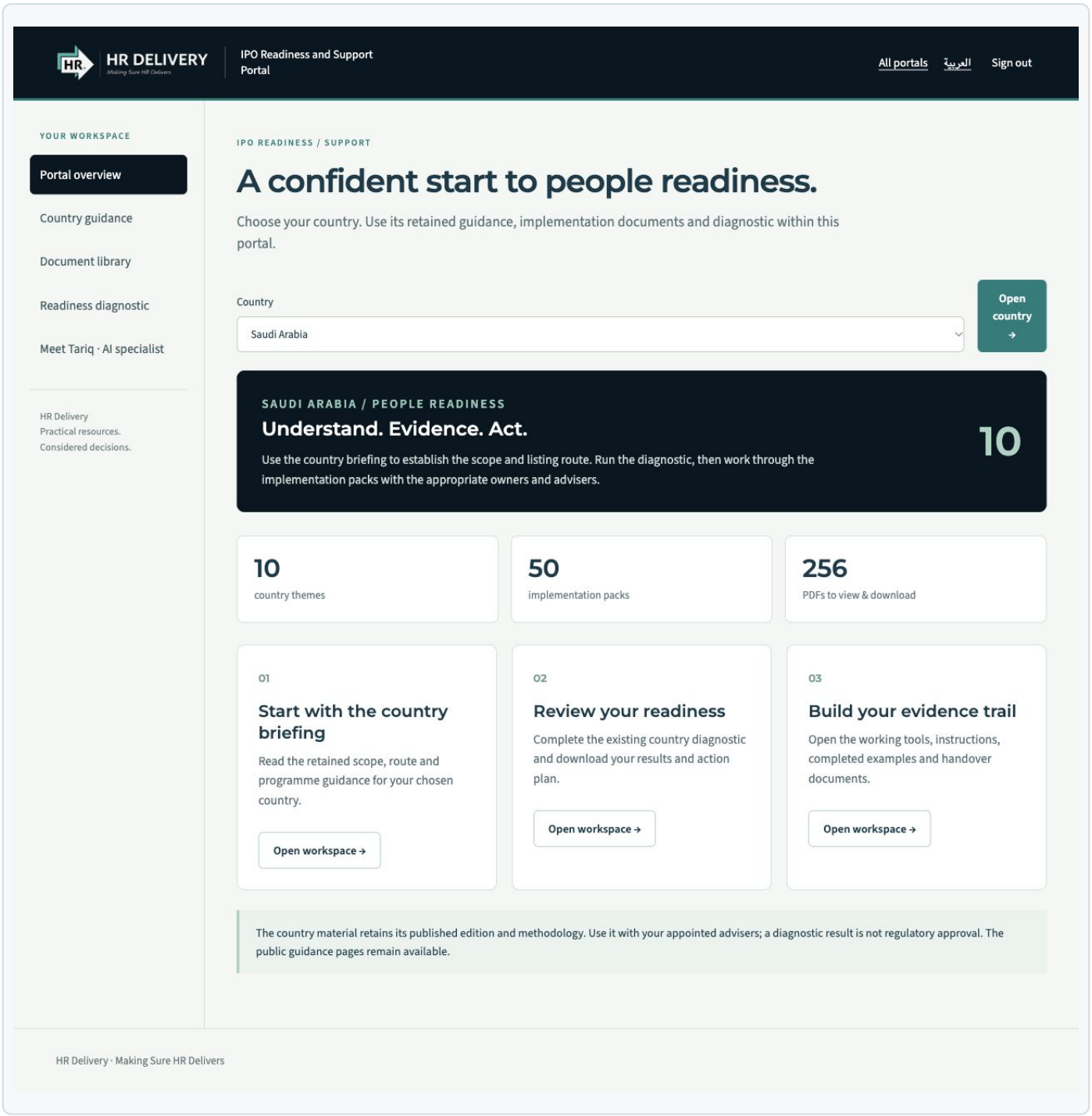
SERVICE CONTEXT / Organisation-specific completion and review required

SOURCE: HR.DELIVERY / IPO SAUDI ARABIA

THE SERVICE ON SCREEN

A closer look at the workspace

The complete published demonstration is shown at a larger scale. Use the feature pages to connect this view with your own service requirements.



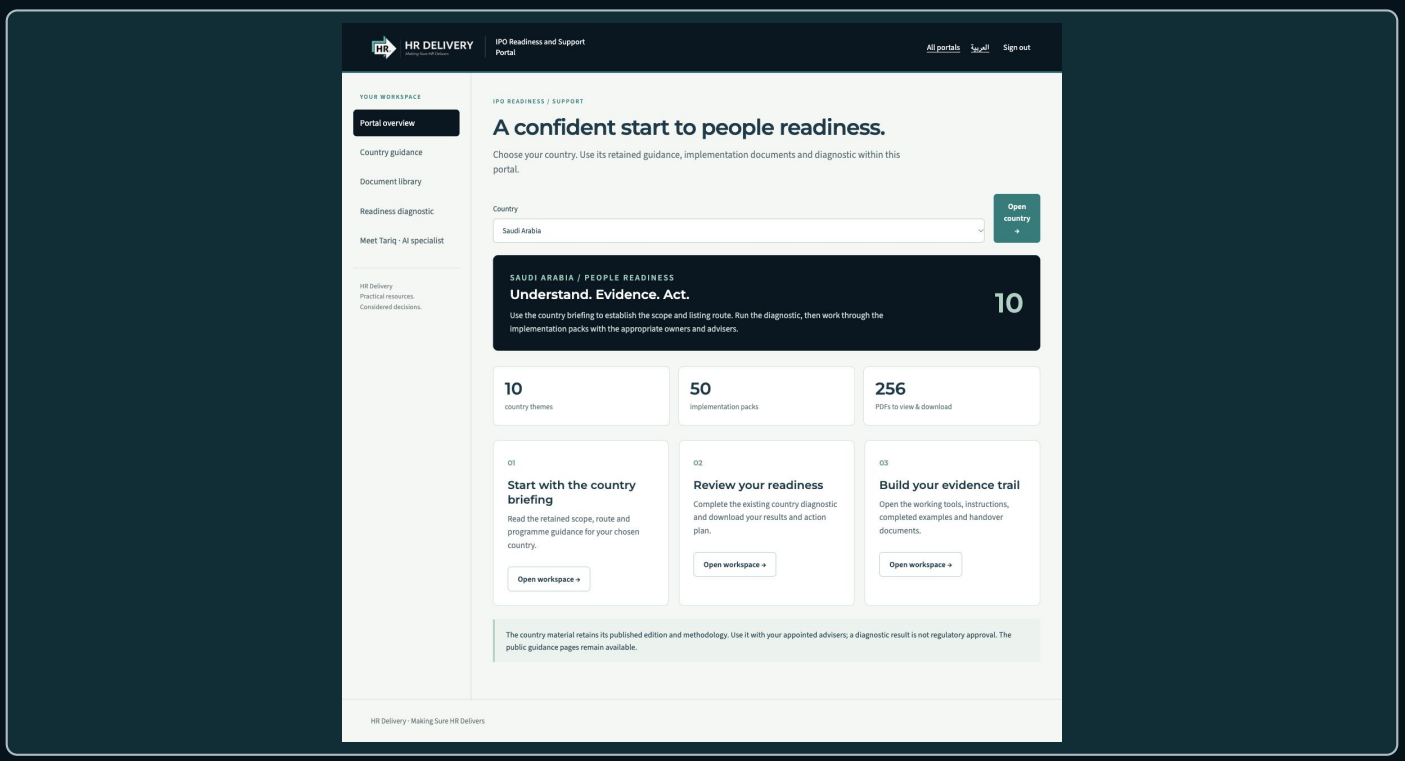
PUBLISHED WORKSPACE DEMONSTRATION / Official IPO readiness portal demonstration; six public country diagnostic entry forms were inspected.

I / IPO READY

03

See the service in practice

Two illustrative client journeys connect the tools with a business need, a working sequence and useful outputs.



PUBLISHED WORKSPACE DEMONSTRATION / Official IPO readiness portal demonstration; six public country diagnostic entry forms were inspected.

CLIENT JOURNEY / 01

Establish a Saudi people-readiness baseline

Illustrative scenario: a Saudi organisation is beginning its people-readiness workstream. The project sponsor needs a shared view of existing arrangements and supporting evidence. HR prepares the transaction context, identifies the relevant owners and agrees how the country method will be applied before interpreting any findings.

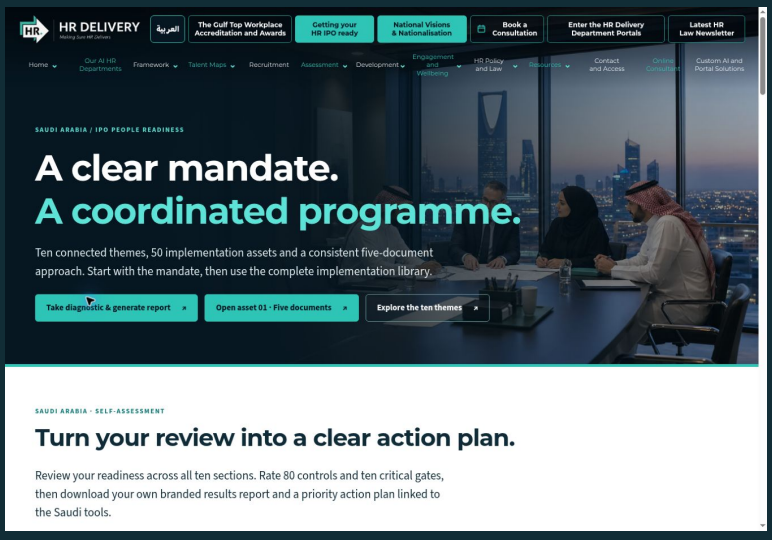
1. **Agree scope and ownership.** Confirm the transaction context, entities and workforce boundaries, then identify the evidence owners.
2. **Prepare both evidence dimensions.** Assemble records supporting the Saudi method's separate maturity and evidence assessments.
3. **Review unresolved issues.** Consider the effective ratings, incomplete controls and critical-gate questions with the responsible review team.
4. **Assign the first work packages.** Link agreed priorities to implementation resources, owners and evidence requirements for completion.

WHAT THE WORK PRODUCES

- A documented Saudi preparation scope
- An evidence-based account of findings and unresolved questions
- Owned implementation priorities

THE VALUE FOR YOUR TEAM

The project team can discuss a shared baseline with the reasons behind it, then direct effort towards work that requires evidence, ownership and appropriate professional review.



WEBSITE SCREEN / Live Saudi Arabia public programme or diagnostic entry.

EXPLORE NEXT / Saudi Arabia IPO people-readiness programme (p019) · Country-specific HR IPO diagnostics (p015) · Diagnostic results and interpretation (p030)

CLIENT JOURNEY / 02

Turn a UAE priority into a reviewed evidence pack

Illustrative scenario: a UAE project team identifies a people-governance priority during preparation. An owner needs to produce a usable document and explain the supporting evidence. The team selects the relevant implementation resource, confirms its employment context and agrees what reviewers will need at handover.

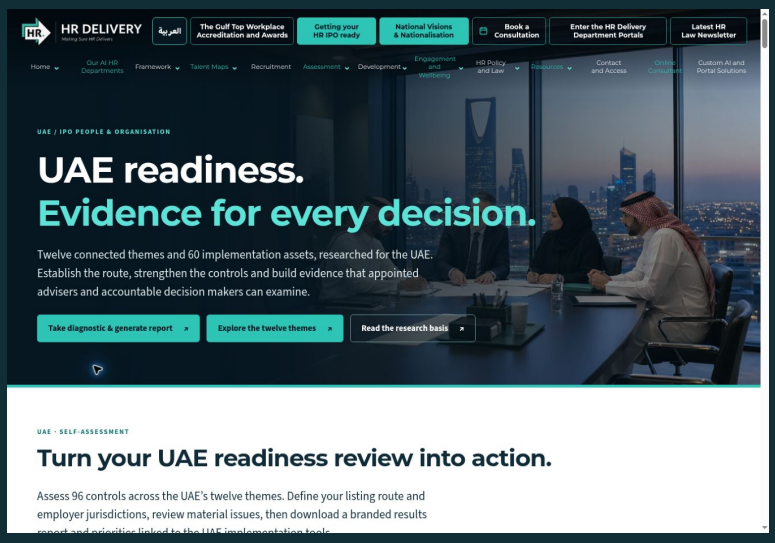
1. **Confirm the priority.** Describe the gap, its scope and the outcome the responsible team needs to establish.
2. **Select the implementation pack.** Read its instructions and fictional example, then identify the organisation-specific information required.
3. **Complete and check the work.** Prepare the work product using actual records and apply the pack's interpretation and quality-control prompts.
4. **Hand over the evidence.** Give the reviewer the completed document, supporting records and any remaining questions or dependencies.

WHAT THE WORK PRODUCES

- An organisation-specific work product
- Quality-control and reviewer questions
- A clear evidence handover

THE VALUE FOR YOUR TEAM

The owner can explain what has been prepared, the evidence supporting it and the remaining decisions, helping the workstream maintain continuity from diagnosis through implementation review.



WEBSITE SCREEN / Live United Arab Emirates public programme or diagnostic entry.

EXPLORE NEXT / United Arab Emirates IPO people-readiness programme (p021) · Country implementation libraries (p014) · Downloadable implementation documents (p016)

SERVICE ARRANGEMENTS

A clear handover helps your team start well

Agree the people, workspaces, outputs and service connections required for your assignment.

SCOPE AND RESPONSIBILITY

Confirm the business question, participating colleagues, outputs and the decisions that remain with your authorised team.

ACCESS AND COMMUNICATION

Lama can coordinate the relevant portal route and service setup. Specialist AI profiles are virtual characters; enabled chat, call, email and Telegram channels depend on the agreed provider connections.

SCREENS AND EXAMPLES

Screens show the public website, published workspace demonstrations or related service views, as labelled. Examples in this brochure are illustrative; they do not report client results or completed private transactions.

REVIEW AND RELEASE

Adapt models and documents to the assignment. Agree professional review, approval, release and record-handling arrangements before organisational use.

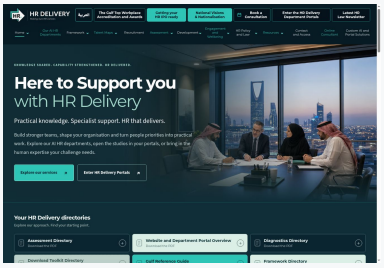
USEFUL DIRECT ROUTES

Speak with Lama

Explore the portal directory

Request a conversation with Dr Phillip

Contact HR Delivery



Source basis: the approved HR Delivery Client Guide and its linked site review, expanded with client applications. Mission, vision and pledges were checked against HR Delivery's public site in November 2026. Catalogue counts refer to the stated inventory, not a promise of future totals.

YOUR NEXT STEP

Agree the country, the evidence and the next work package

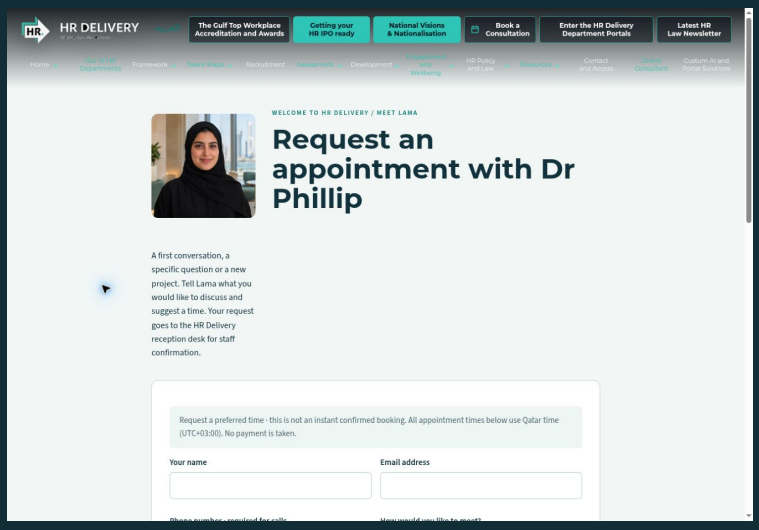
Begin with the country and transaction context, then identify the people-readiness questions your organisation needs to address. Bring the evidence already available, the responsible owners and the immediate adviser requirements. Lama can coordinate a conversation about programme resources and the support appropriate to your preparation. Agree scope, access, document requirements and review responsibilities before setting the working plan. Keep diagnostic findings connected to evidence and accountable follow-through throughout the assignment.

A PRACTICAL START

- Define the country and workstream boundaries.
- Assemble the evidence inventory and immediate priorities.
- Ask Lama to arrange a focused programme-scoping discussion.

A STARTING BRIEF YOU CAN ADAPT

Our organisation is preparing for [transaction] in [country]. We need to organise [people-workstream priorities] across [entities and workforce]. We have [existing evidence] and require [work products], with [owners and advisers] reviewing progress against [timeframe]. Please help us define the appropriate support.



WEBSITE SCREEN / Public appointment-request route: requests are reviewed by the team.

Start with Lama

www.hr.delivery | drphillip@hr.delivery