HR DELIVERY / STEP-BY-STEP SERIES

IPO Ready

I1

PORTAL
USER GUIDE

Select your Gulf country, set the diagnostic scope, rate controls against evidence, review material issues and turn the findings into accountable implementation work with linked document packs.

01 PREPARE

02 FOLLOW

03 CHECK

INTRODUCTION

OPEN SOURCE

Use the workspace with a clear purpose

Use this guide to organise the people and employment work that supports an IPO preparation programme. The process begins with country, listing route and organisational scope. It continues through evidence-supported ratings, material-issue review, reporting and an action plan.

The country libraries and diagnostic entry screens are publicly available as well as described within the portal. The Saudi diagnostic navigation, blank controls and incomplete-results check were inspected. No real organisation responses or final PDF report were submitted. Country methodologies differ; follow the method displayed for the country you selected.

WHAT YOU CAN DO

01 Choose among six Gulf-country pathways

02 Locate implementation assets and document packs

03 Set a consistent diagnostic scope

04 Record ratings, observations and evidence references

05 Review gates, completion and action priorities

WHO THIS GUIDE IS FOR

HR and people-readiness programme leads • Organisational advisers • Workstream owners and evidence reviewers

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In this guide

Use the chapter pages to find a task. Follow each numbered sequence and check the result before continuing.

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FOREWORD

A note from Dr Phillip

The most useful readiness review connects each conclusion with evidence, an accountable owner and a practical next action.

DR PHILLIP

HR Delivery

IPO preparation requires a clear account of what is in place, how it operates and what evidence supports the conclusion. The people dimension reaches across governance, leadership, employment, workforce, reward and information. A diagnostic is useful when it makes those responsibilities visible and helps the organisation identify the work that remains.

This guide helps you build that account step by step. Begin with a consistent scope and the country method that applies to your programme. Record observations that explain the ratings, distinguish a document from an operating control and keep material issues visible. The result should support a practical conversation with the people accountable for resolving the gaps.

Use the linked resources to turn each priority into work with an owner, an output and a review point. The diagnostic supports preparation; your appointed advisers and authorised decision-makers remain responsible for validating the conclusions. Lama can help coordinate the appropriate discussion and connect your team with the right HR Delivery support.

Proposed wording for Dr Phillip's review

YOUR FIRST POINT OF CONTACT

OPEN SOURCE

Meet Lama

Lama can help you identify the relevant Gulf-country route, arrange a conversation about the people-readiness programme and connect document requests with the appropriate team. Bring the proposed issuer, intended country and listing route, the workstreams involved and the decision you need to support. She can coordinate a focused discussion with Dr Phillip and the service team. Confirm specialist-channel activation through the human team before expecting a live AI response.

ASK LAMA TO HELP WITH

- Confirm the correct country pathway
- Locate a required document pack
- Arrange support with scope and evidence review
- Coordinate a programme discussion

HAVE THESE DETAILS READY

- Country and intended listing route
- Proposed issuer and employing entities
- Review date and material exclusions
- Current workstreams and evidence owners

OPEN LAMA'S RECEPTION

hr.delivery

SIGNING IN / STEPS 1–2 OF 6

OPEN SOURCE

Sign in and confirm your workspace

01 Open the portal link

Use the link supplied in your HR Delivery access handover. Check that the portal title matches the service you need.

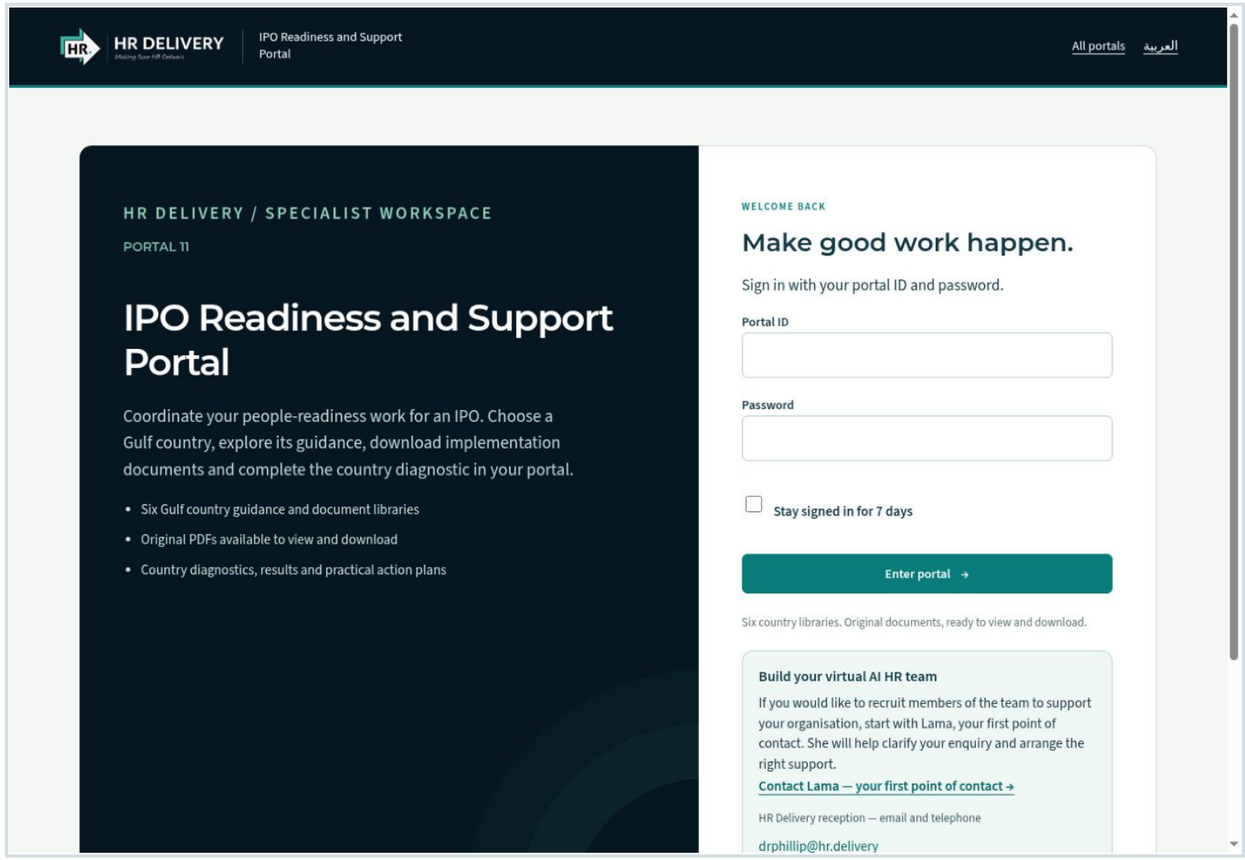
CHECK The correct portal title and sign-in form are visible.

02 Enter your 'Portal ID'

Type the ID issued for your service into 'Portal ID'. Keep the spelling and letter case exactly as provided.

CHECK The ID appears in the intended field.

CURRENT LIVE SCREEN



Current IPO Readiness and Support Portal sign-in screen; protected workspace access was not completed.

SIGNING IN / STEPS 3–4 OF 6

OPEN SOURCE

Sign in and confirm your workspace

03 Enter your 'Password'

Enter the password issued through your agreed access route. Do not include it in a support screenshot or in a shared document.

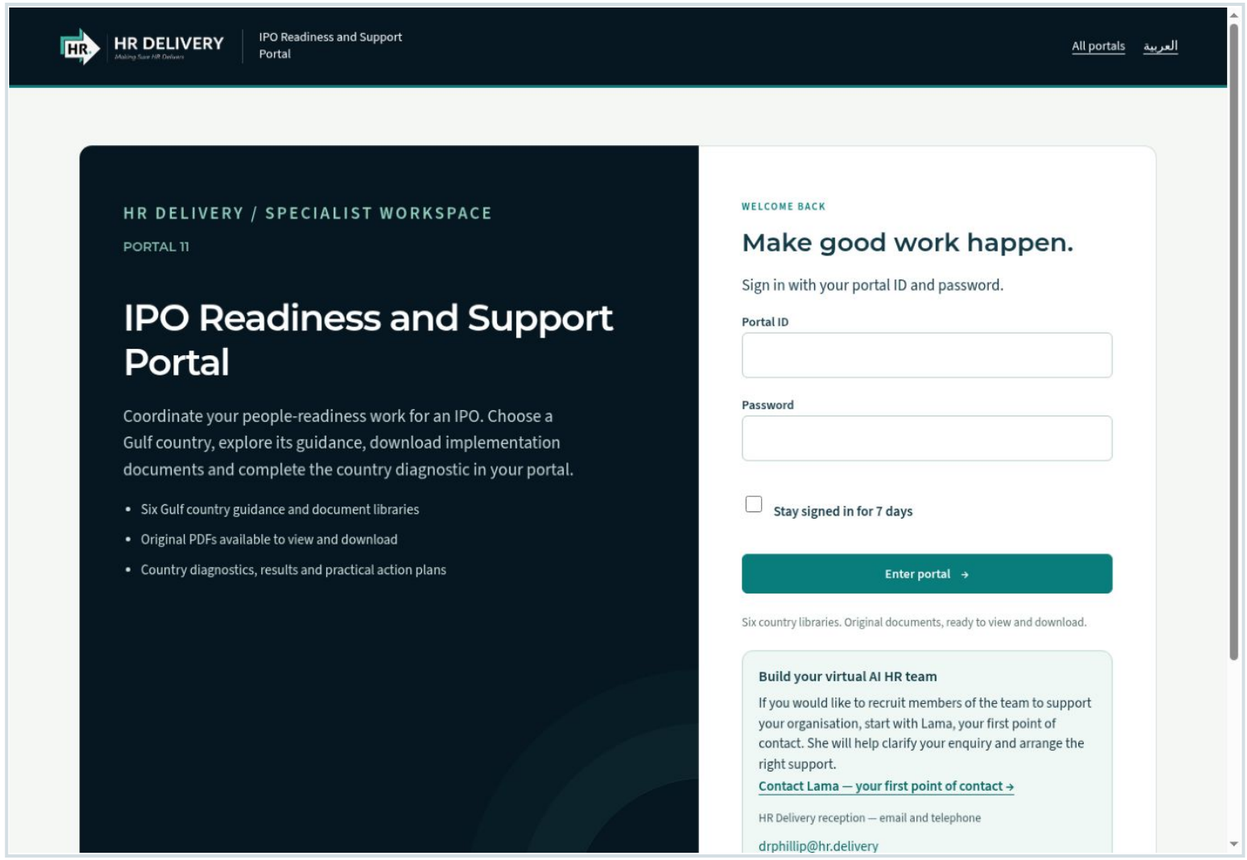
CHECK The password field is completed without exposing the credential.

04 Choose the session option

Use 'Stay signed in for 7 days' only if appropriate for the device you control. Leave it unticked on shared equipment.

CHECK The optional checkbox reflects your intended session duration.

CURRENT LIVE SCREEN



Current IPO Readiness and Support Portal sign-in screen; protected workspace access was not completed.

SIGNING IN / STEPS 5–6 OF 6

OPEN SOURCE

Sign in and confirm your workspace

05 Select 'Enter portal'

Continue through the normal sign-in process. Confirm the service name and your authorised workspace before opening any records.

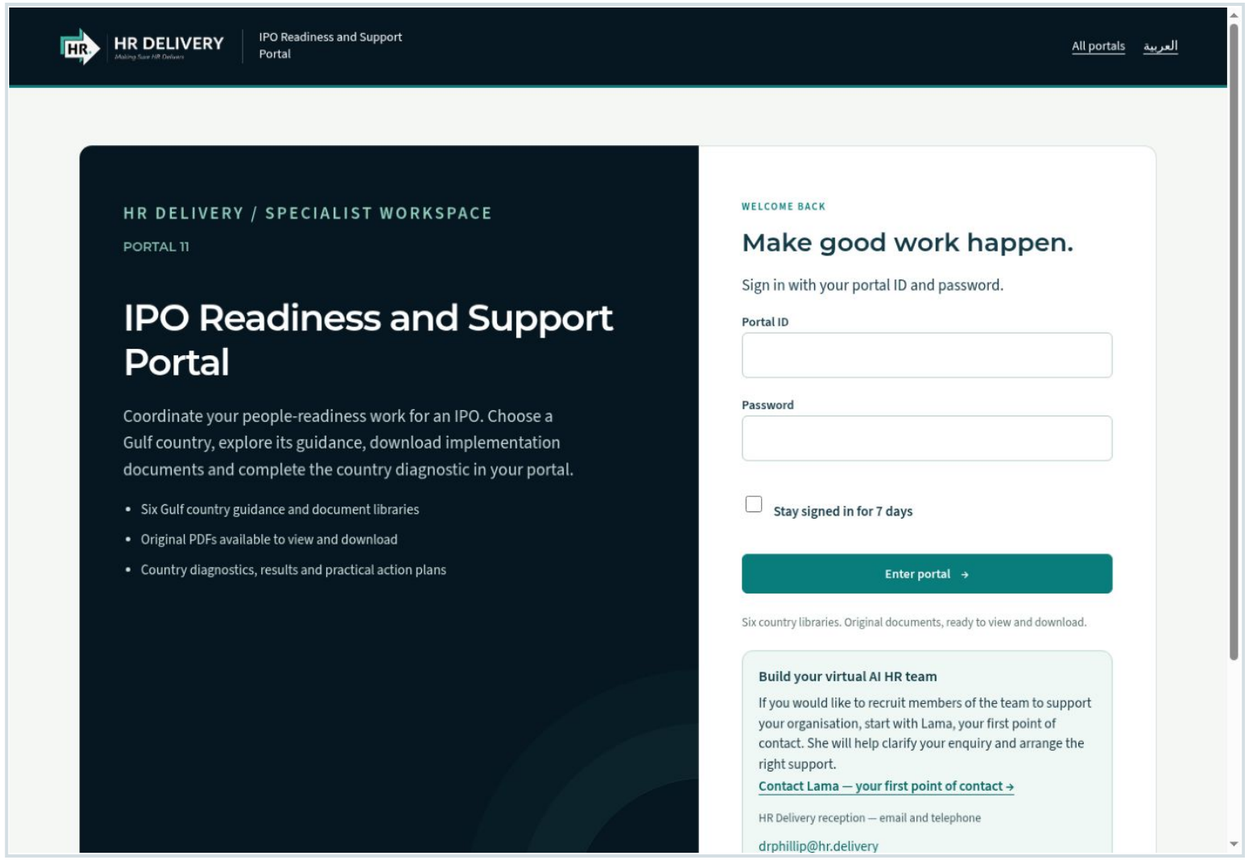
CHECK If accepted, the workspace opens; authenticated success was not verified in this review.

06 Check your permitted work

Confirm the organisation, country and role that apply to your work. A department sign-in does not automatically grant every private administration function.

CHECK The available modules should match the access agreed with HR Delivery.

CURRENT LIVE SCREEN



Current IPO Readiness and Support Portal sign-in screen; protected workspace access was not completed.

BEFORE YOU START

OPEN SOURCE

Access and working context

01 The public country libraries and diagnostics provide separate accessible routes.

02 The diagnostic is an organisational self-assessment, not a listing approval.

03 Report generation sends the responses for PDF creation; it was not executed in this review.

The current review reached this sign-in screen but did not obtain an authenticated private session. Public workflows and published demonstrations are identified separately throughout this guide.

YOUR WORKFLOW MAP

How the tasks connect

Follow the sequence for a complete piece of work, or go straight to the chapter you need.

01

Select your country and working resources

PAGE 011

02

Complete the evidence-led diagnostic

PAGE 024

03

Check results and turn them into action

PAGE 042

Each task: prepare the inputs, follow the numbered steps, then confirm the output and the checks.

01 Select your country and working resources

Use the country-specific library and the correct implementation pack.

03 PRACTICAL TASKS

Prepare the inputs / Follow the screen sequence / Check the result

SELECT YOUR COUNTRY AND WORKING RESOURCES / I-01-01

OPEN SOURCE

Choose a country pathway

Enter the country library and method relevant to the programme.

WHO USES THIS Programme lead

BEFORE YOU BEGIN

- Country
- Proposed listing route
- People-readiness priorities

WHAT YOU WILL HAVE

- Country and method reference

CHECK BEFORE YOU FINISH

- Country and proposed issuer align
- Methodology is read before rating

The screen does not match this guide. Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

05 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 1–2 OF 5

OPEN SOURCE

Choose a country pathway

01 Open IPO Readiness

Use the public IPO overview or your authorised portal. Identify the country for the proposed issuer and the employment work being reviewed.

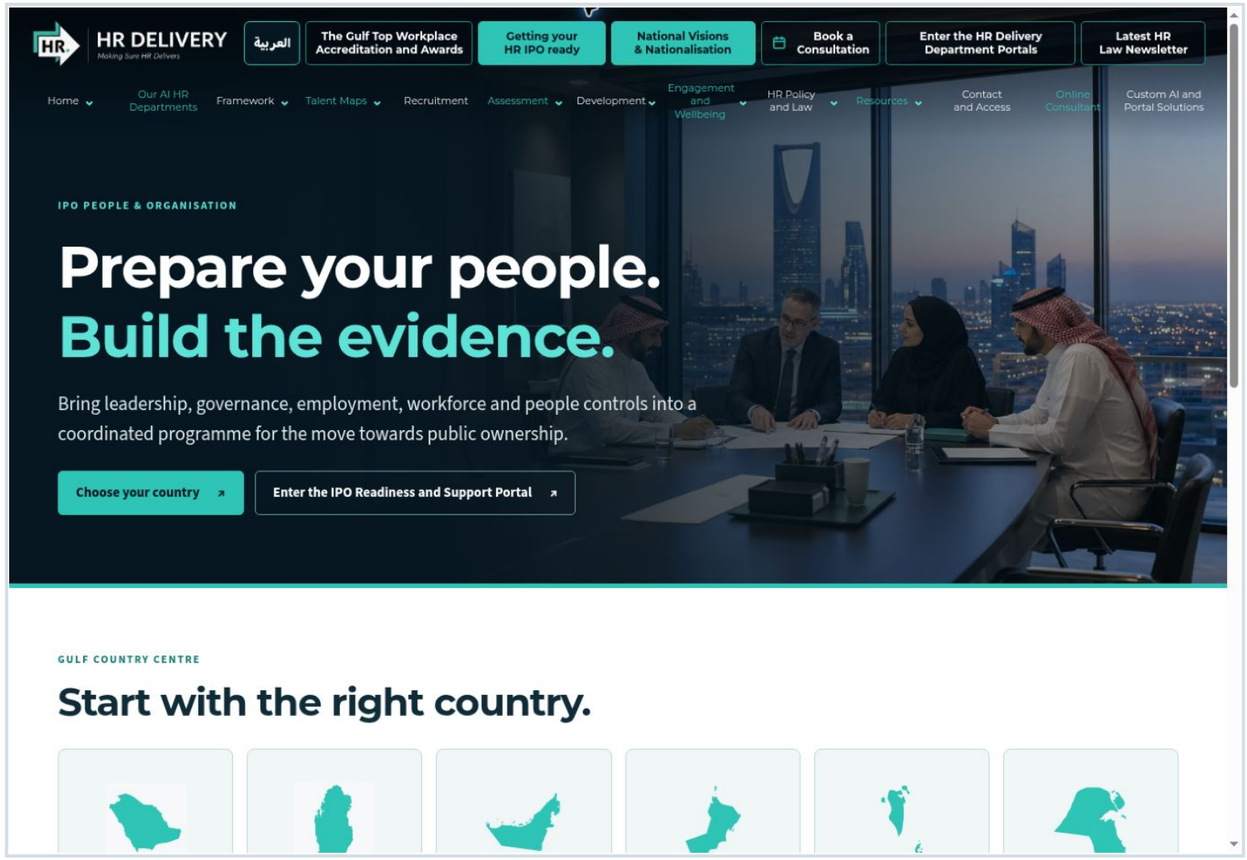
CHECK Six Gulf-country routes are described.

02 Select the applicable country

Choose Saudi Arabia, Qatar, United Arab Emirates, Oman, Bahrain or Kuwait. Avoid assuming that a neighbouring country uses the same rules or scoring method.

CHECK The country name appears in the library heading.

PRIOR REVIEWED SCREEN



Prior reviewed six-country IPO readiness overview.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 3–4 OF 5

OPEN SOURCE

Choose a country pathway

03 Read the country guidance

Review the introduction, scope and themes. Note the country implementation resources that relate to your immediate workstream.

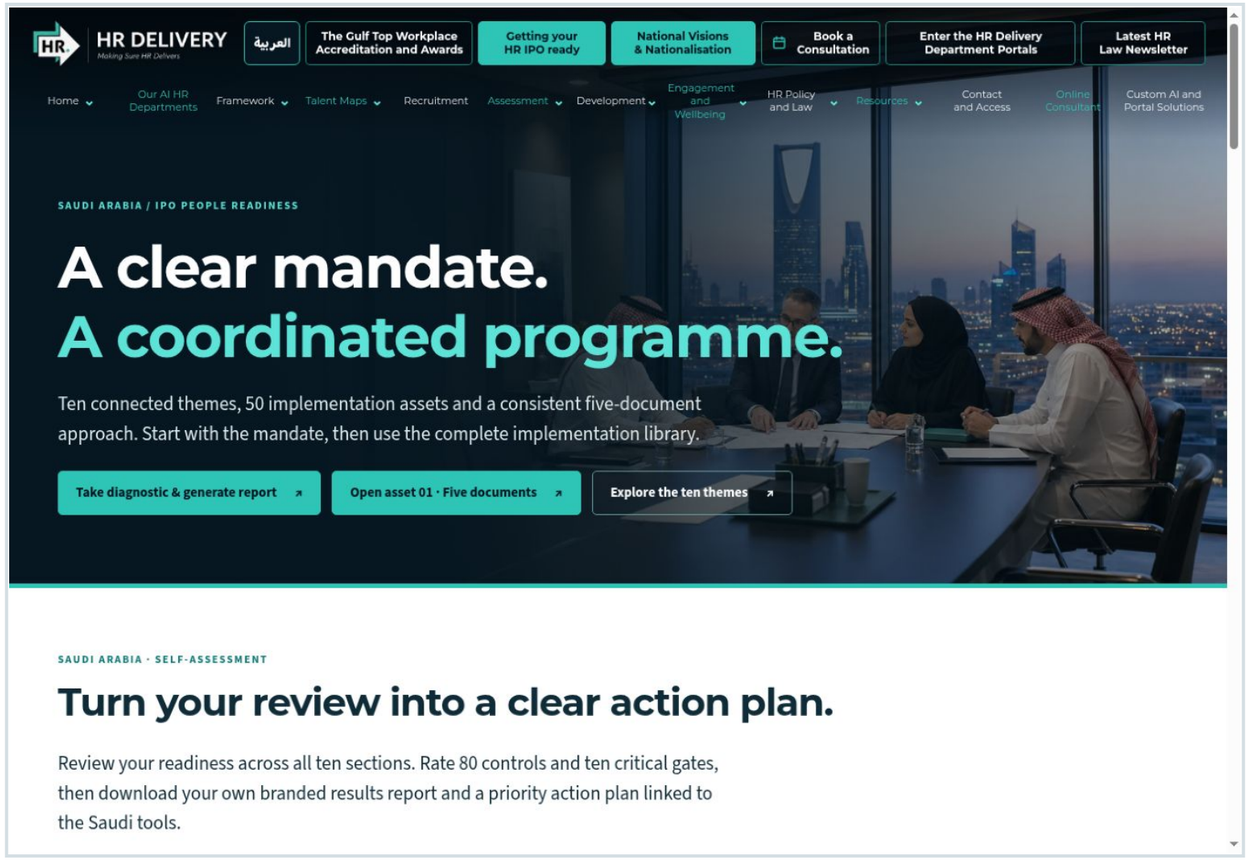
CHECK You understand the programme's country-specific starting point.

04 Identify the diagnostic route

Open the country-specific diagnostic through the library. Check the country name and model/version before entering responses.

CHECK The diagnostic's country and published method are visible.

CURRENT LIVE SCREEN



Current Saudi IPO country library entry with diagnostic, first-asset pack and implementation-theme routes.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 5–5 OF 5

OPEN SOURCE

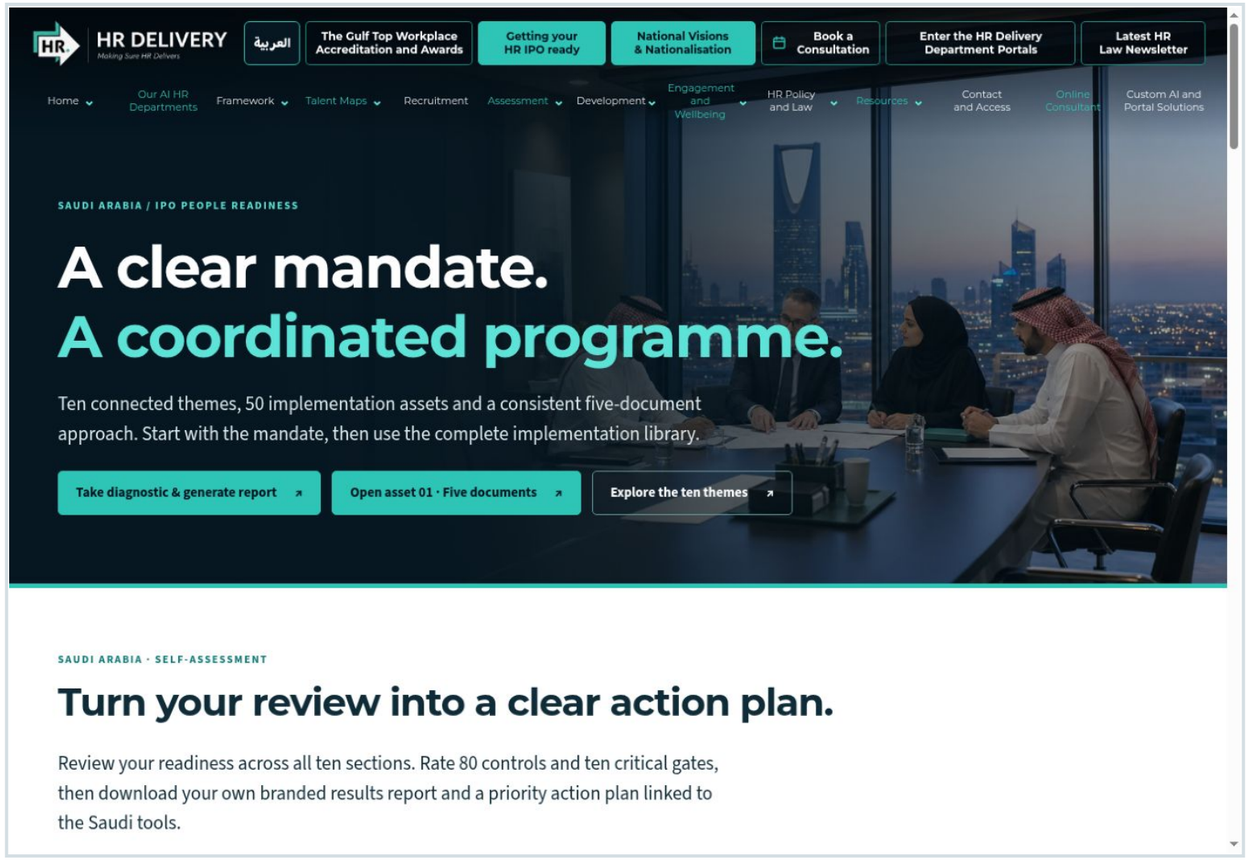
Choose a country pathway

05 Record the working reference

Retain the country library link, diagnostic model and review date in your programme record. Confirm route-specific obligations with appointed advisers.

CHECK Your team can return to the same method and scope.

CURRENT LIVE SCREEN



Current Saudi IPO country library entry with diagnostic, first-asset pack and implementation-theme routes.

SELECT YOUR COUNTRY AND WORKING RESOURCES / I-01-02

OPEN SOURCE

Find a relevant implementation asset

Locate a practical resource by workstream or keyword.

WHO USES THIS Workstream owner

BEFORE YOU BEGIN

- Country library
- Specific gap or workstream

WHAT YOU WILL HAVE

- Selected implementation asset
- Linked action-plan reference

CHECK BEFORE YOU FINISH

- Country and workstream fit
- File format matches the intended use

The search returns no useful asset.	Clear the term, inspect the theme headings and try the name of the workstream rather than a long sentence.

05 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

The search and example pack were inspected; the review did not validate every underlying file.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 1–2 OF 5

OPEN SOURCE

Find a relevant implementation asset

01 Open the country implementation library

Read the theme headings and select the part of the programme relevant to the issue being addressed.

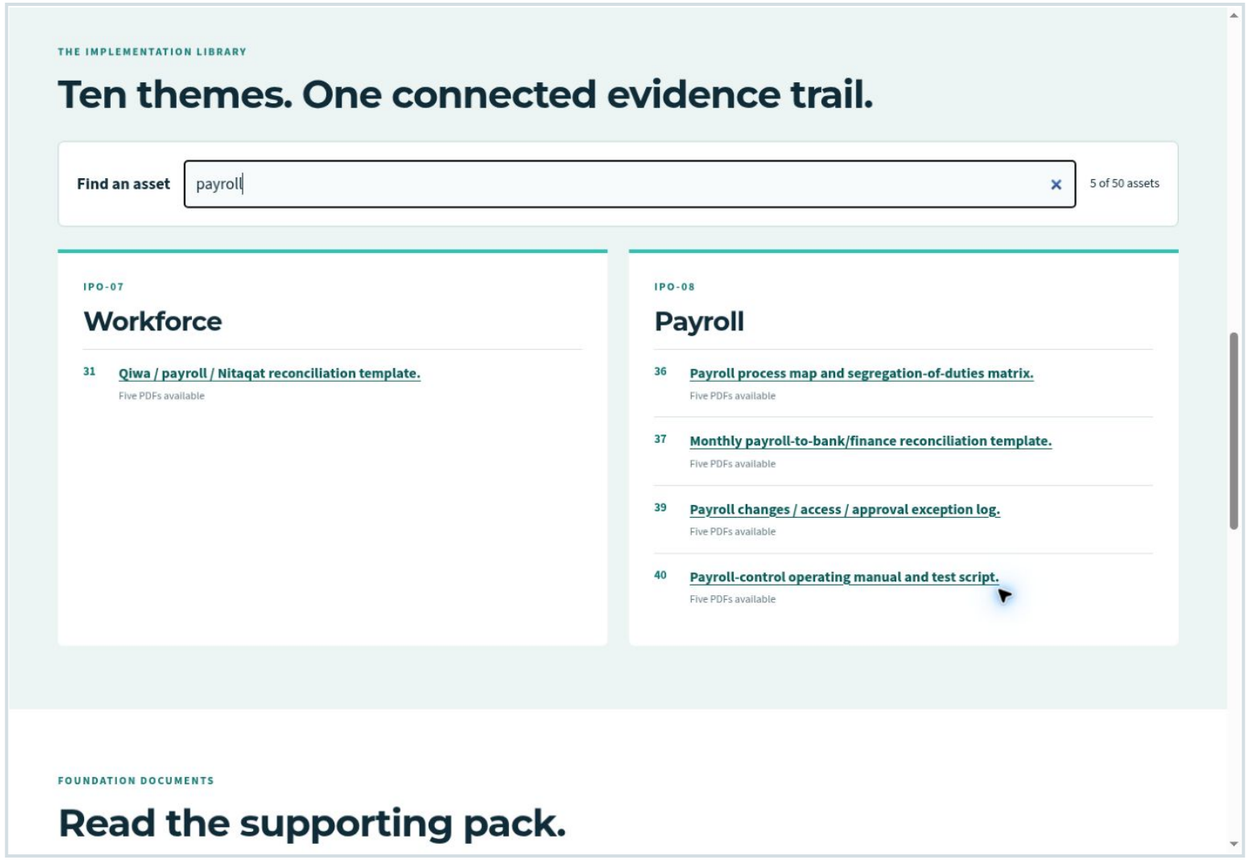
CHECK Implementation themes and linked assets are visible.

02 Use 'Find an asset'

Enter a concise keyword. The inspected Saudi example used payroll and narrowed the visible assets to relevant material.

CHECK The listed resources reflect your search term.

CURRENT LIVE SCREEN



Current Find an asset search: payroll returns five of 50 Saudi implementation assets; the complete matching panels are visible.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 3–3 OF 5

OPEN SOURCE

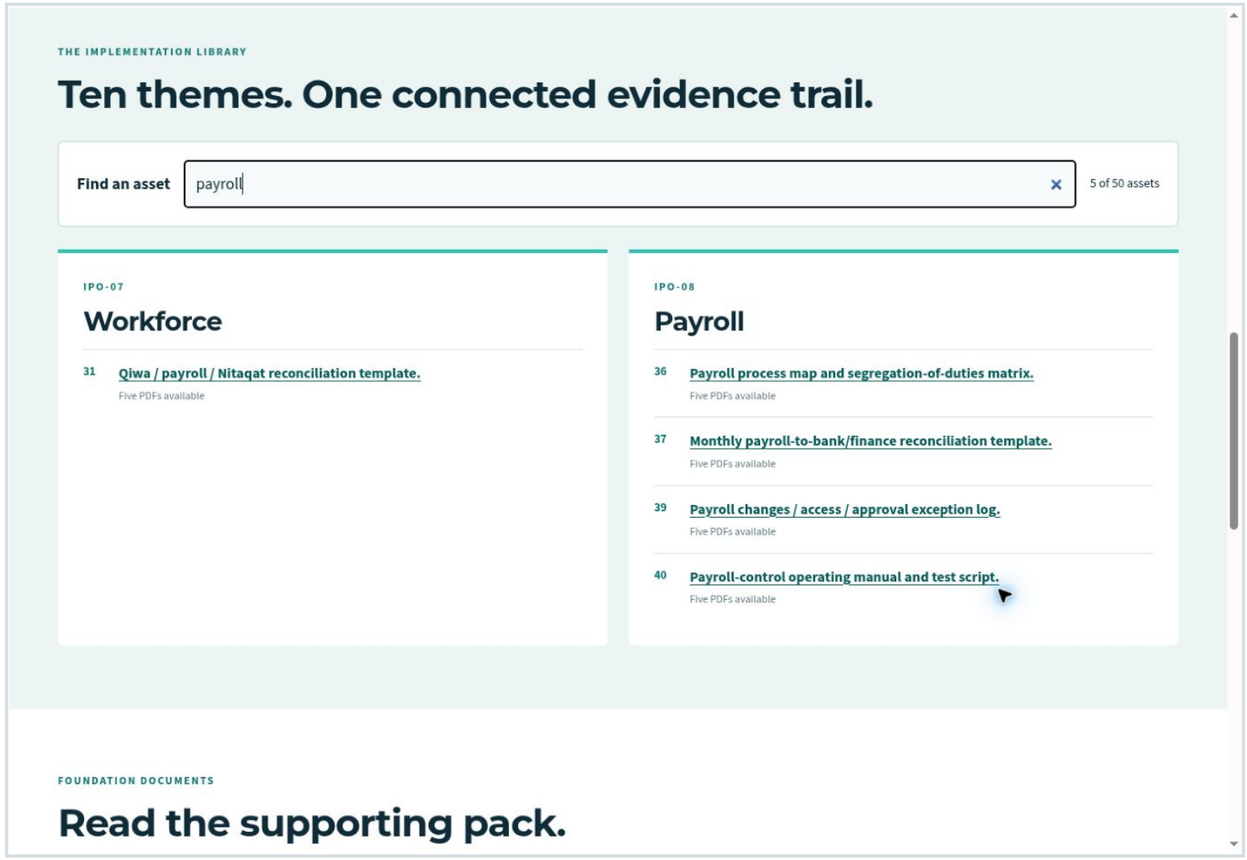
Find a relevant implementation asset

03 Read the asset title and purpose

Choose the resource whose intended output matches the gap. A governance mandate, role register and control test serve different purposes.

CHECK The selected asset has a clear purpose for your workstream.

CURRENT LIVE SCREEN



Current Find an asset search: payroll returns five of 50 Saudi implementation assets; the complete matching panels are visible.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 4–5 OF 5

OPEN SOURCE

Find a relevant implementation asset

04 Open the asset page

Review its instructions and the available documents. Check whether the blank tool is an editable file or a PDF reading copy.

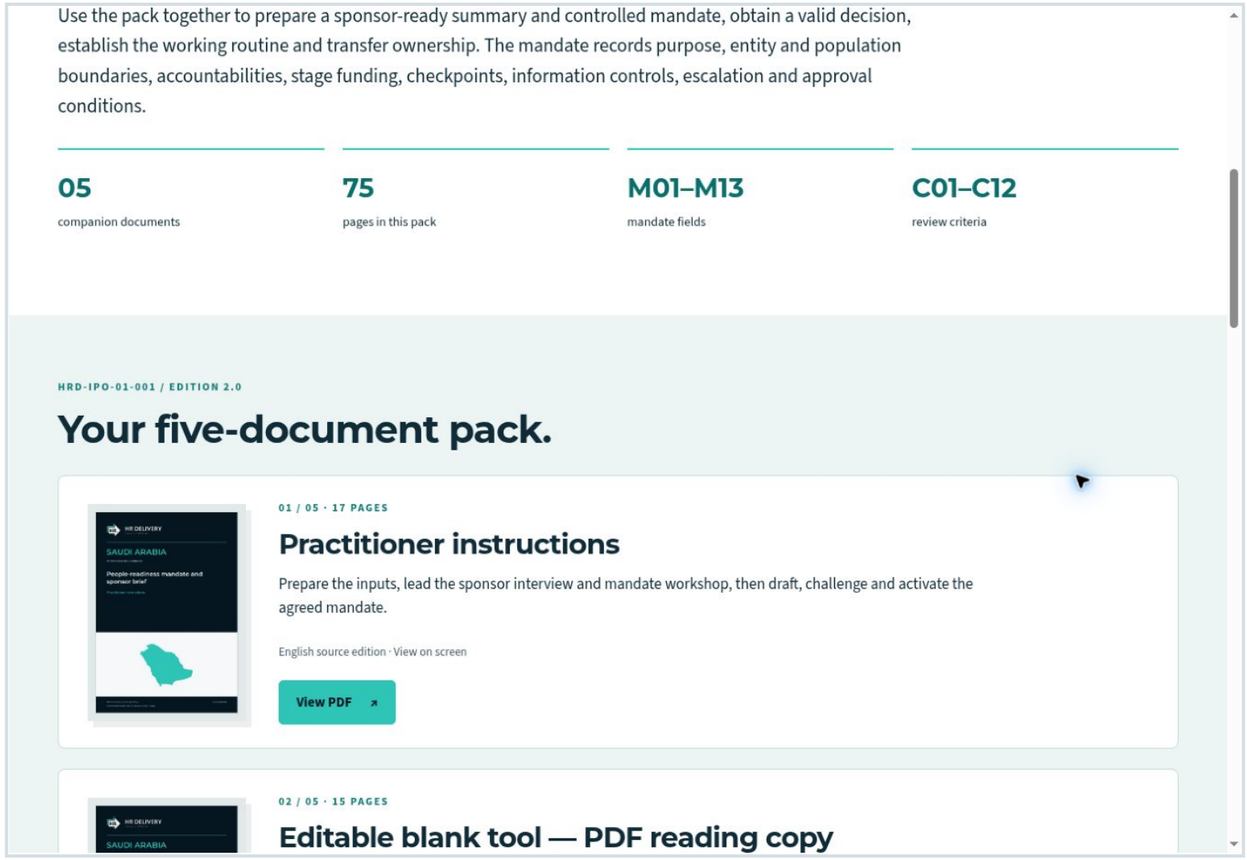
CHECK The resource's working sequence and formats are clear.

05 Record the use in your action plan

Link the asset to the issue, owner and intended deliverable. This makes the resource part of the work rather than a detached download.

CHECK The action plan identifies the resource to be applied.

PRIOR REVIEWED SCREEN



Prior reviewed five-document implementation pack, including instructions, blank reading copy and fictional example.

SELECT YOUR COUNTRY AND WORKING RESOURCES / I-01-03

OPEN SOURCE

Use a five-document pack in sequence

Turn a resource into a reviewable working output.

WHO USES THIS Workstream owner and reviewer

BEFORE YOU BEGIN

- Selected asset
- Input information listed by the pack
- Named owner and reviewer

WHAT YOU WILL HAVE

- Completed working output
- Quality-review notes
- Handover instructions

CHECK BEFORE YOU FINISH

- Blank reading copy is not mistaken for an editable source
- Fictional example remains separate
- Owner and reviewer are named

The screen does not match this guide. Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

The mandate pack was opened as five documents totalling 75 pages. A completed organisational output was not produced in the portal.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 1–2 OF 6

OPEN SOURCE

Use a five-document pack in sequence

01 Read Practitioner instructions

Begin with the purpose, inputs, scope and sequence. Identify the decisions and evidence the resource is intended to support.

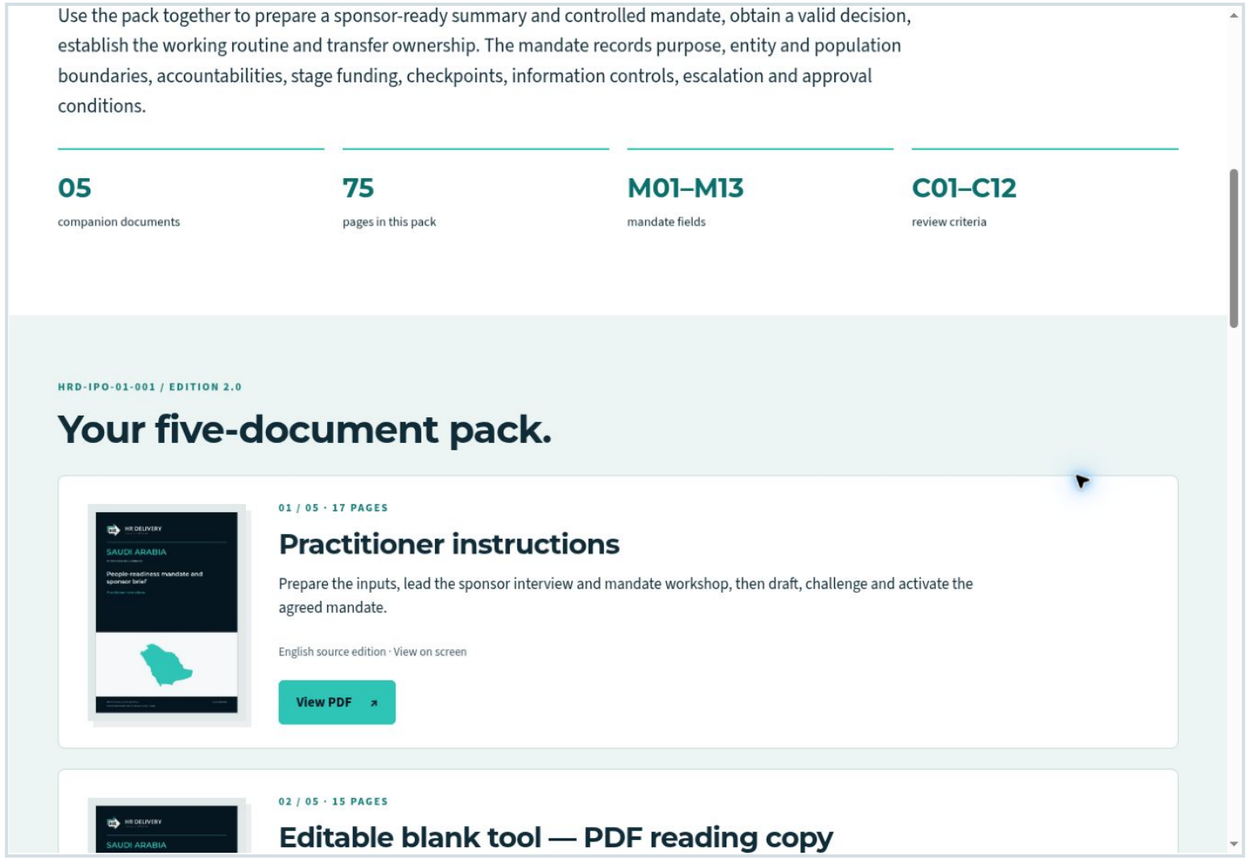
CHECK The owner understands the required preparation and output.

02 Review the blank tool

Open the blank-tool PDF reading copy and identify the fields or structure required. Confirm the available working format before drafting.

CHECK The required content structure is clear.

PRIOR REVIEWED SCREEN



Prior reviewed five-document implementation pack, including instructions, blank reading copy and fictional example.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 3–4 OF 6

OPEN SOURCE

Use a five-document pack in sequence

03 Compare the fictional example

Use the completed example to understand the expected detail and links between fields. Replace its assumptions with evidence from your organisation.

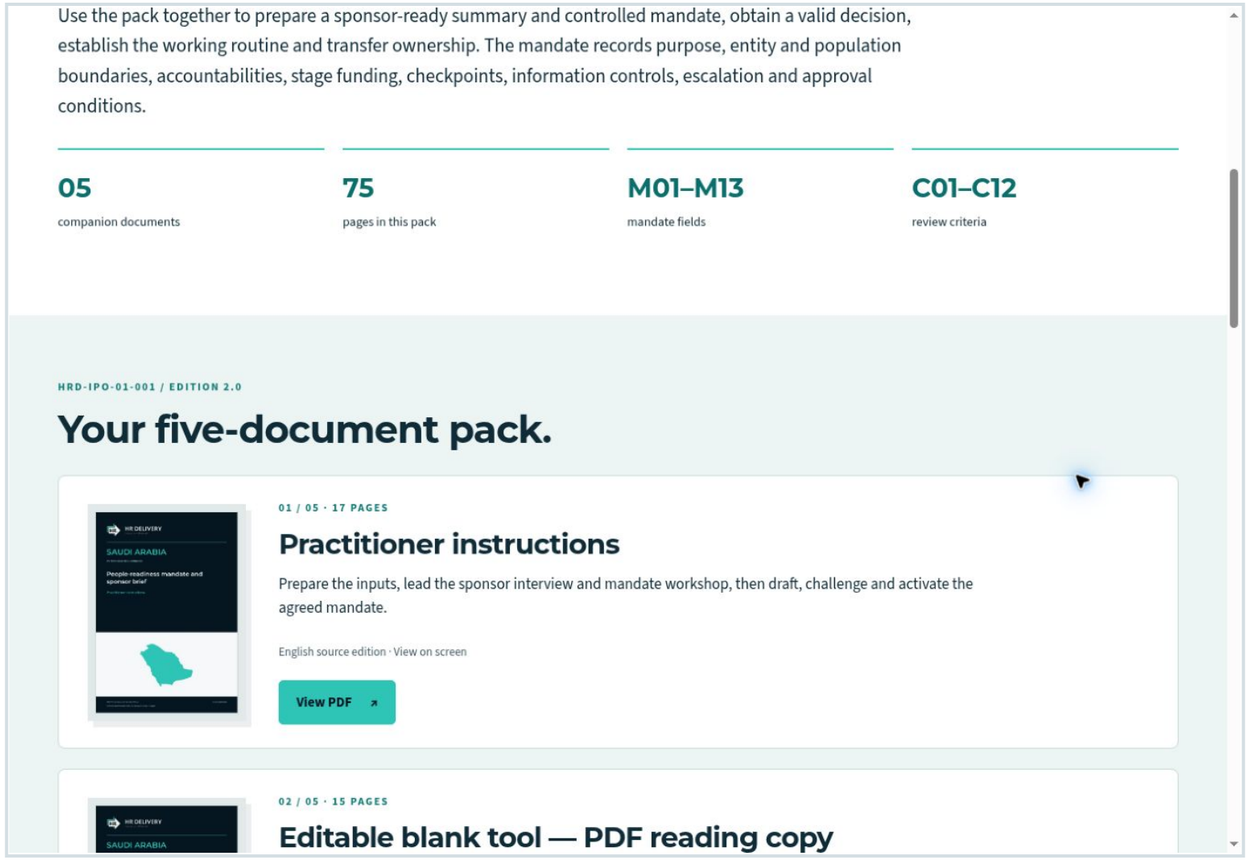
CHECK The example informs the structure without becoming your factual record.

04 Apply the quality-review document

Use Interpretation, decisions & quality control to challenge completeness, consistency and the evidence behind the proposed conclusion.

CHECK Gaps are recorded for correction or escalation.

PRIOR REVIEWED SCREEN



Prior reviewed five-document implementation pack, including instructions, blank reading copy and fictional example.

SELECT YOUR COUNTRY AND WORKING RESOURCES / STEPS 5–6 OF 6

OPEN SOURCE

Use a five-document pack in sequence

05 Prepare the client handover

Follow the handover instructions to explain ownership, use, remaining issues and review timing. Give the receiver a clear next step.

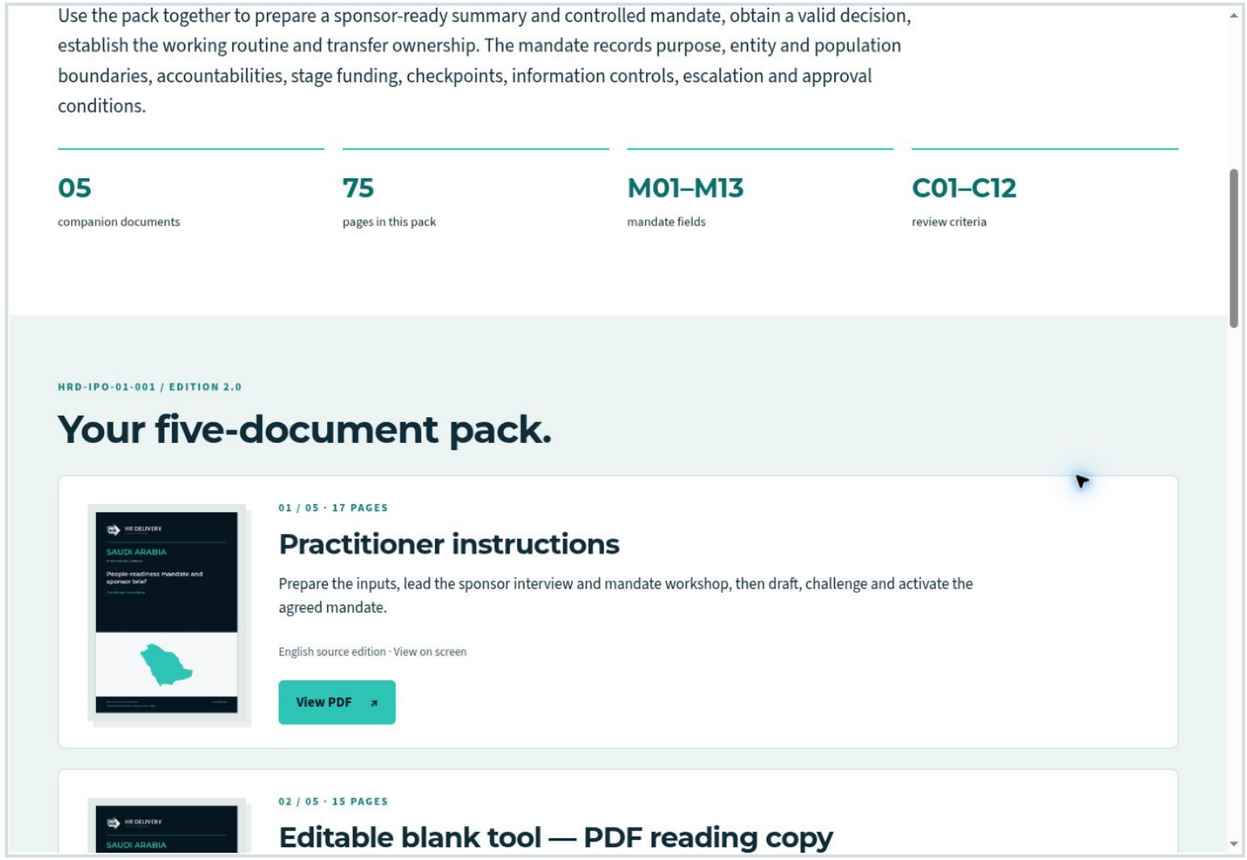
CHECK A working output and its handover context are ready.

06 Check each downloaded file

Open the files, verify the country, asset and edition, and retain them with the action reference. Keep the fictional example clearly labelled.

CHECK The correct source pack can be located during review.

PRIOR REVIEWED SCREEN



Prior reviewed five-document implementation pack, including instructions, blank reading copy and fictional example.

02

Complete the evidence-led diagnostic

Set the boundary, use the country rating method and document the basis of each judgement.

04 PRACTICAL TASKS

Prepare the inputs / Follow the screen sequence / Check the result

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / I-02-01

OPEN SOURCE

Set the organisation, route and scope

Make the diagnostic boundary consistent before rating controls.

WHO USES THIS Diagnostic coordinator

BEFORE YOU BEGIN

- Proposed issuer and employers
- Sites and workforce populations
- Agreed cut-off date
- Evidence registers

WHAT YOU WILL HAVE

- Agreed diagnostic scope

CHECK BEFORE YOU FINISH

- Issuer, entities and period are consistent
- Route uncertainty remains visible
- No individual employee records are entered

Progress disappears after closing or reloading.

The screen states that unsaved progress stays in the tab only. Review the optional private-device saving choice before starting a substantial session.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

Blank forms and navigation were inspected. No organisation data or saved progress was submitted.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 1–2 OF 6

OPEN SOURCE

Set the organisation, route and scope

01 Open 'Your scope'

In the country diagnostic read the privacy and progress notice. It explains tab-only notes, optional device saving and PDF-generation transmission.

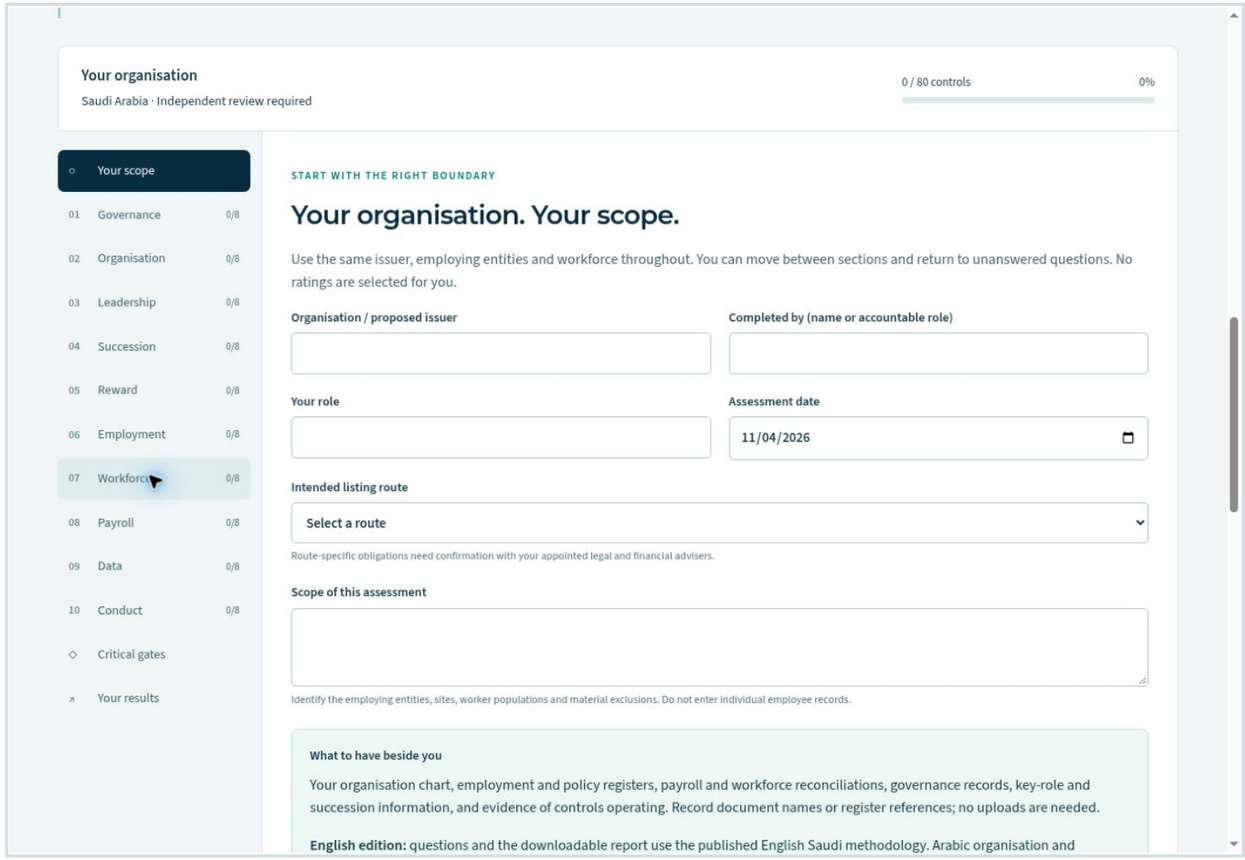
CHECK The scope form and country model are visible.

02 Identify the issuer and respondent

Complete 'Organisation / proposed issuer', 'Completed by (name or accountable role)', 'Your role' and 'Assessment date' accurately.

CHECK Checkpoint: the review has a named accountable context and date.

CURRENT LIVE SCREEN



Current Saudi scope form: issuer, respondent, role, date, listing route and assessment boundary. Organisation fields remain blank.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 3–4 OF 6

OPEN SOURCE

Set the organisation, route and scope

03 Select 'Intended listing route'

Choose the route that the advisers have confirmed, or the route-not-yet-confirmed option where appropriate. Record uncertainty rather than implying approval.

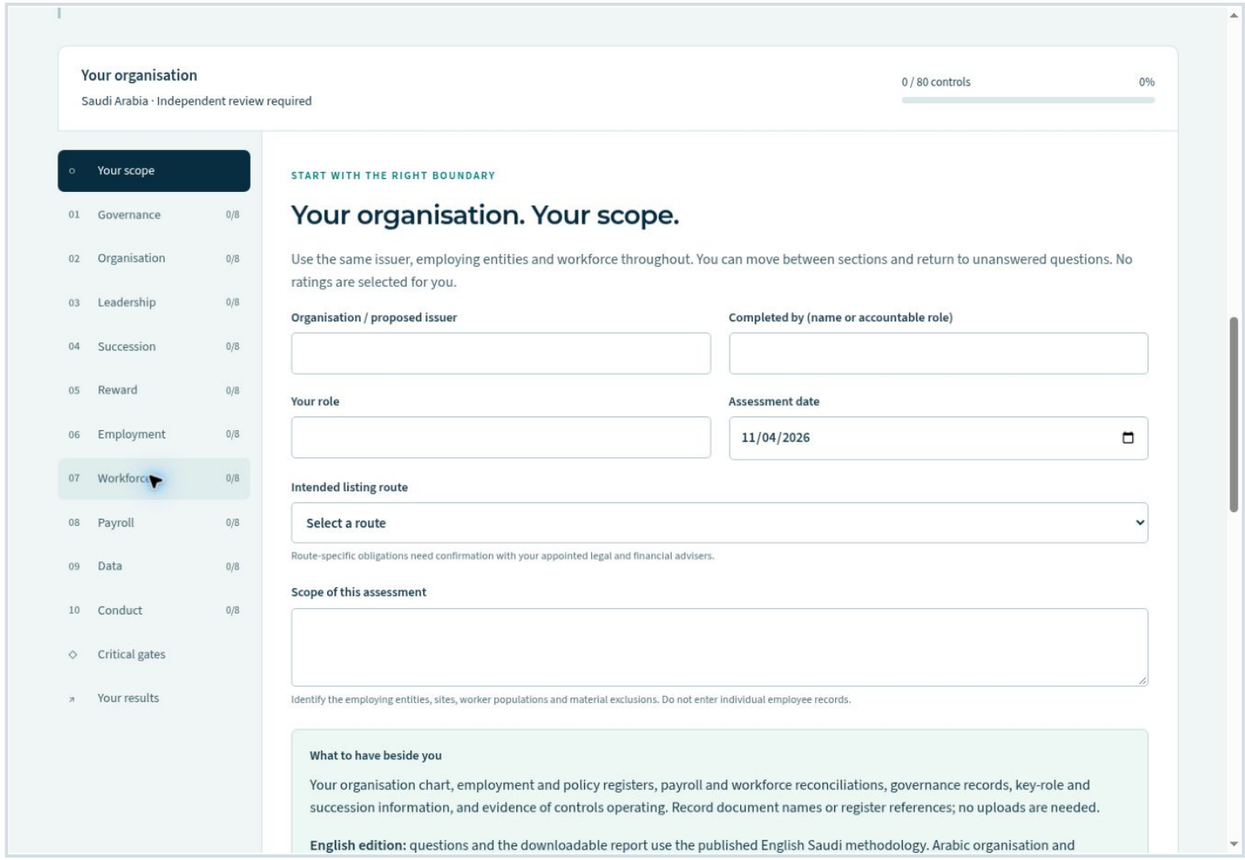
CHECK Checkpoint: the selected route reflects the programme's current position.

04 Complete 'Scope of this assessment'

Identify employing entities, sites, worker populations, reporting period and material exclusions. Use references rather than individual employee records.

CHECK Checkpoint: all reviewers understand the same assessment boundary.

CURRENT LIVE SCREEN



Current Saudi scope form: issuer, respondent, role, date, listing route and assessment boundary. Organisation fields remain blank.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 5–6 OF 6

OPEN SOURCE

Set the organisation, route and scope

05 Prepare the evidence beside you

Bring organisation charts, registers, governance records and evidence of controls operating. Reference these documents in the diagnostic; uploads are not needed.

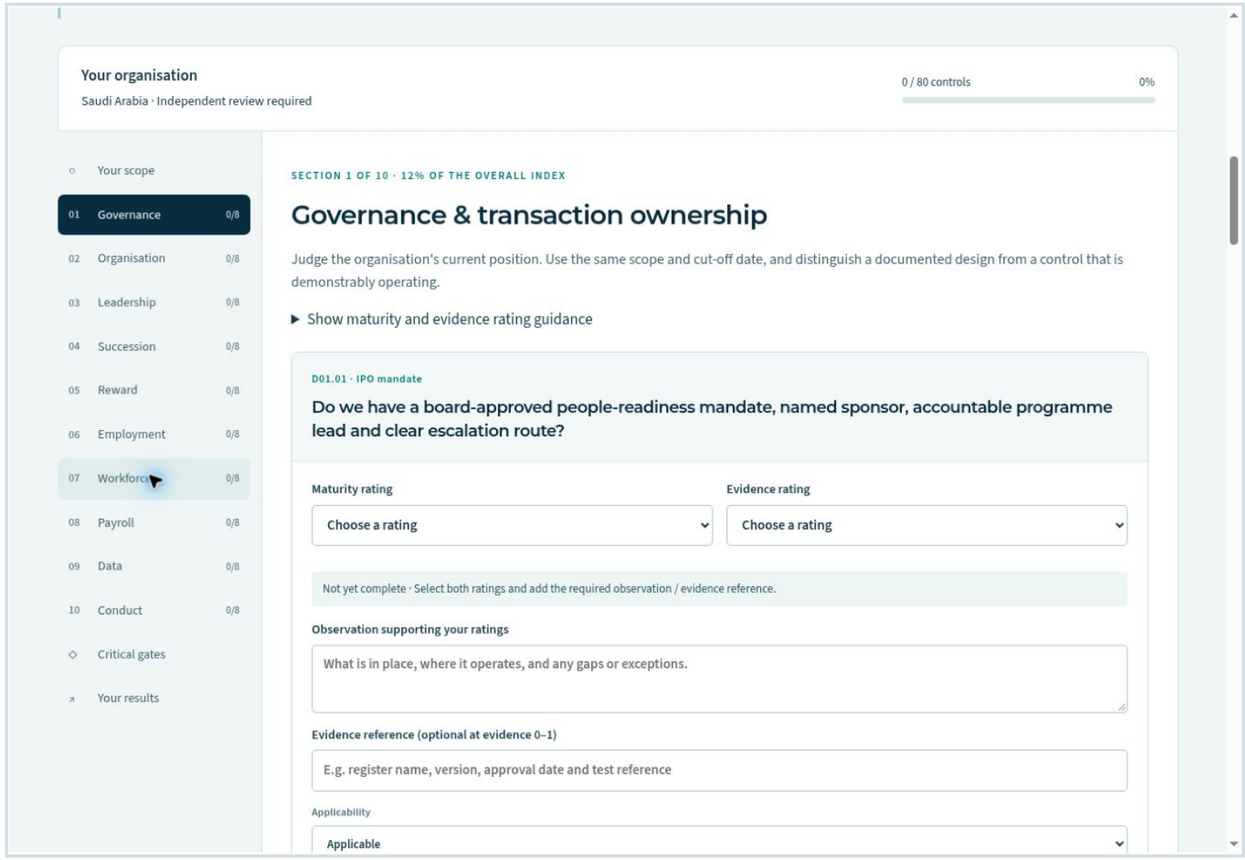
CHECK The evidence can support the ratings without exposing personal records.

06 Use 'Start Governance →'

Start the first section. If appropriate, consider the optional device-saving checkbox; use it only on a private trusted device.

CHECK The first country-specific control section opens.

CURRENT LIVE SCREEN



Current Saudi diagnostic question: maturity and evidence are separate ratings. No ratings were entered.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / I-02-02

OPEN SOURCE

Rate a Saudi control against maturity and evidence

Provide two supported ratings and a concise observation for each control.

WHO USES THIS Accountable workstream respondent

BEFORE YOU BEGIN

- Saudi model selected
- Scope agreed
- Evidence references available

WHAT YOU WILL HAVE

- Supported Saudi control responses

CHECK BEFORE YOU FINISH

- Both rating scales used correctly
- Observation and evidence support the chosen anchors
- Blank is distinguished from zero

A rated control still shows as incomplete. Check both ratings, the observation and any evidence-reference requirement. An empty field is not resolved by selecting zero elsewhere.

07 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

The rating controls and completion rules were inspected, but no organisational rating was submitted.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 1–2 OF 7

OPEN SOURCE

Rate a Saudi control against maturity and evidence

01 Read the full control

Start in Governance and work through the eight controls in the section. Use the control identifier to connect the response to your evidence register.

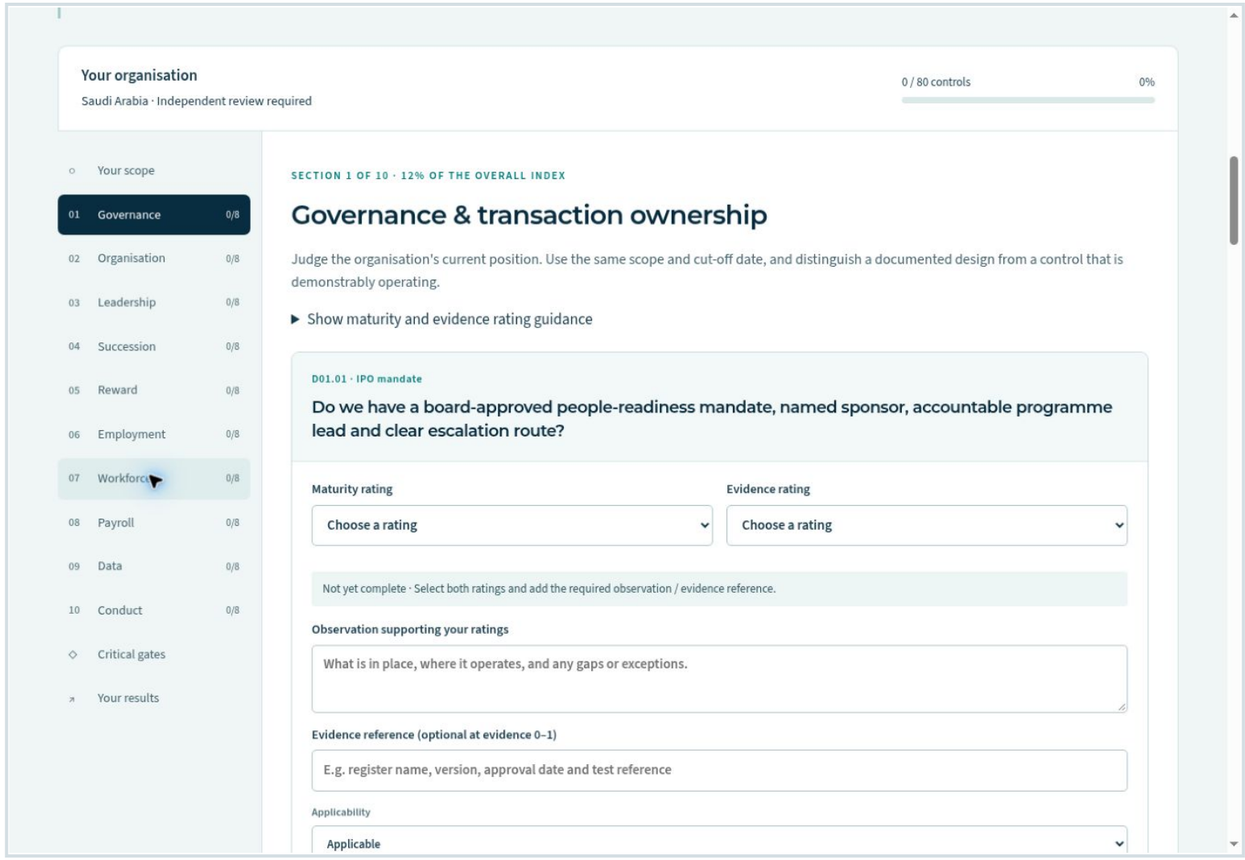
CHECK The question and rating fields are visible together.

02 Review the rating guidance

Open the maturity/evidence guidance before rating. A documented design and a control operating consistently are different anchors.

CHECK You understand the published meaning of each level.

CURRENT LIVE SCREEN



Current Saudi diagnostic question: maturity and evidence are separate ratings. No ratings were entered.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 3–4 OF 7

OPEN SOURCE

Rate a Saudi control against maturity and evidence

03 Select 'Maturity rating'

Choose 0 Absent, 1 Emergent, 2 Documented, 3 Operating or 4 Sustained according to the current situation within the agreed scope.

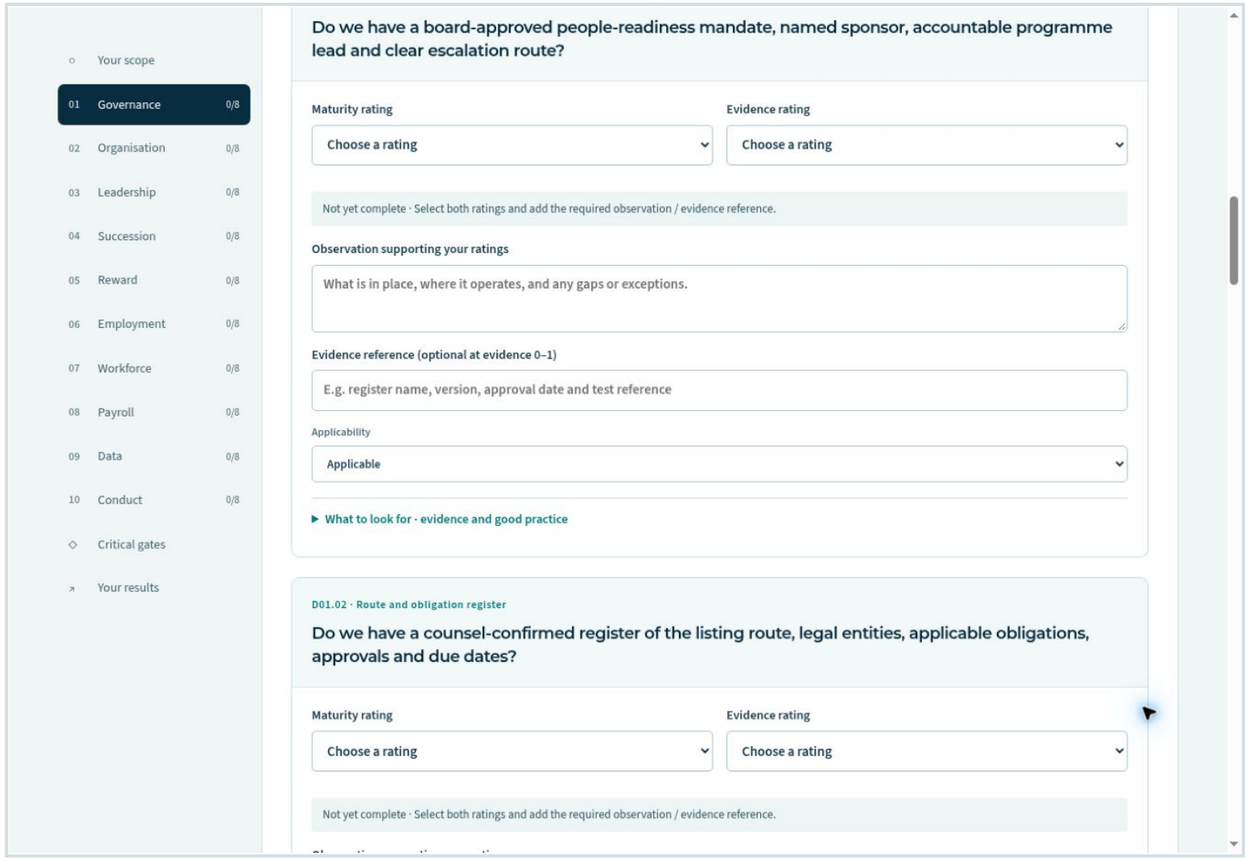
CHECK Checkpoint: one maturity rating reflects the supported state of the control.

04 Select 'Evidence rating'

Choose 0 Unverified, 1 Assertion, 2 Source record, 3 Tested or 4 Corroborated. The lower of the two ratings determines the effective score.

CHECK Checkpoint: the evidence rating does not overstate the available support.

CURRENT LIVE SCREEN



Current continuation showing observations, evidence reference, applicability and evidence guidance.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 5–6 OF 7

OPEN SOURCE

Rate a Saudi control against maturity and evidence

05 Add observations and references

Complete 'Observation supporting your ratings'. Add the document name, version, approval date and test reference in the evidence field where required.

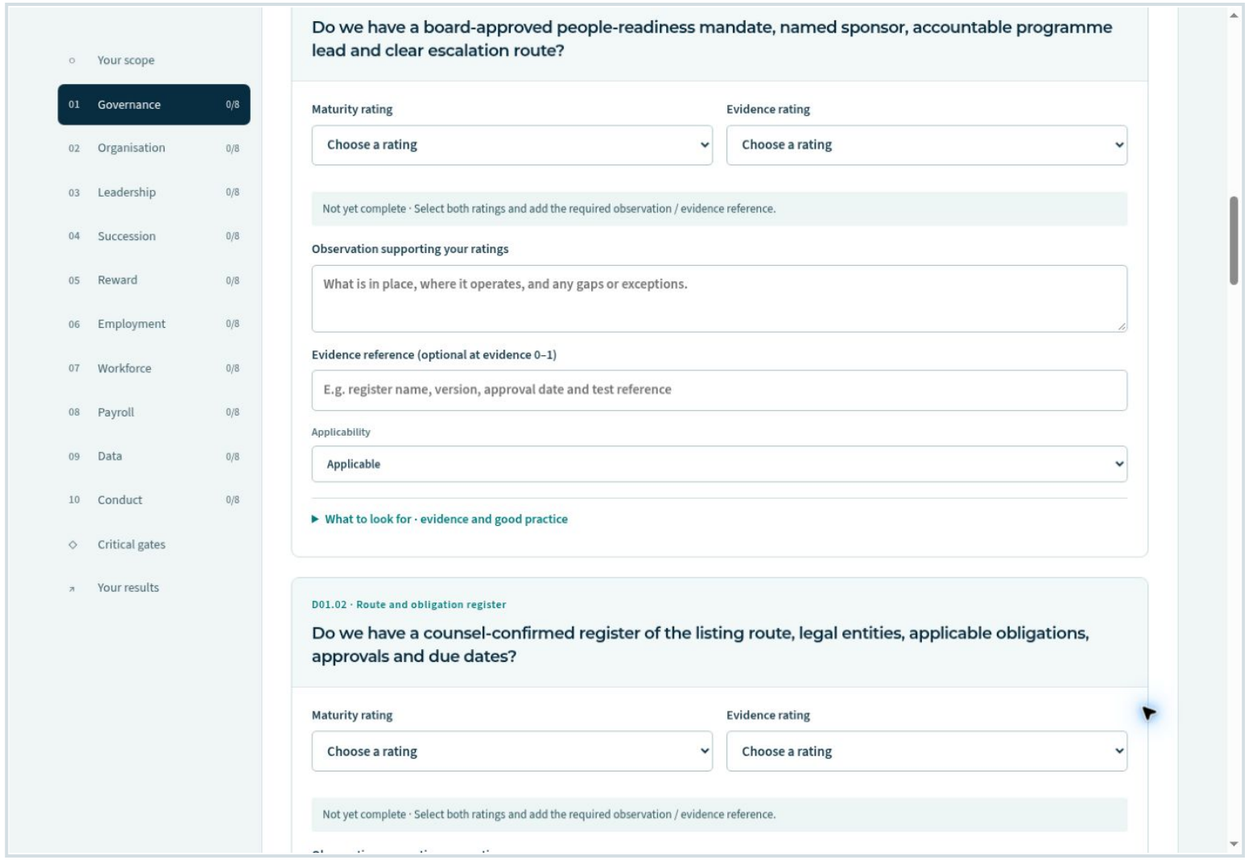
CHECK Checkpoint: another reviewer can understand why the rating was chosen.

06 Check 'Applicability'

Use Applicable or Proposed NA as appropriate. A proposed exclusion remains in the denominator and requires review; it is not a shortcut to a higher score.

CHECK Checkpoint: applicability and any unresolved issue remain explicit.

CURRENT LIVE SCREEN



Current continuation showing observations, evidence reference, applicability and evidence guidance.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 7–7 OF 7

OPEN SOURCE

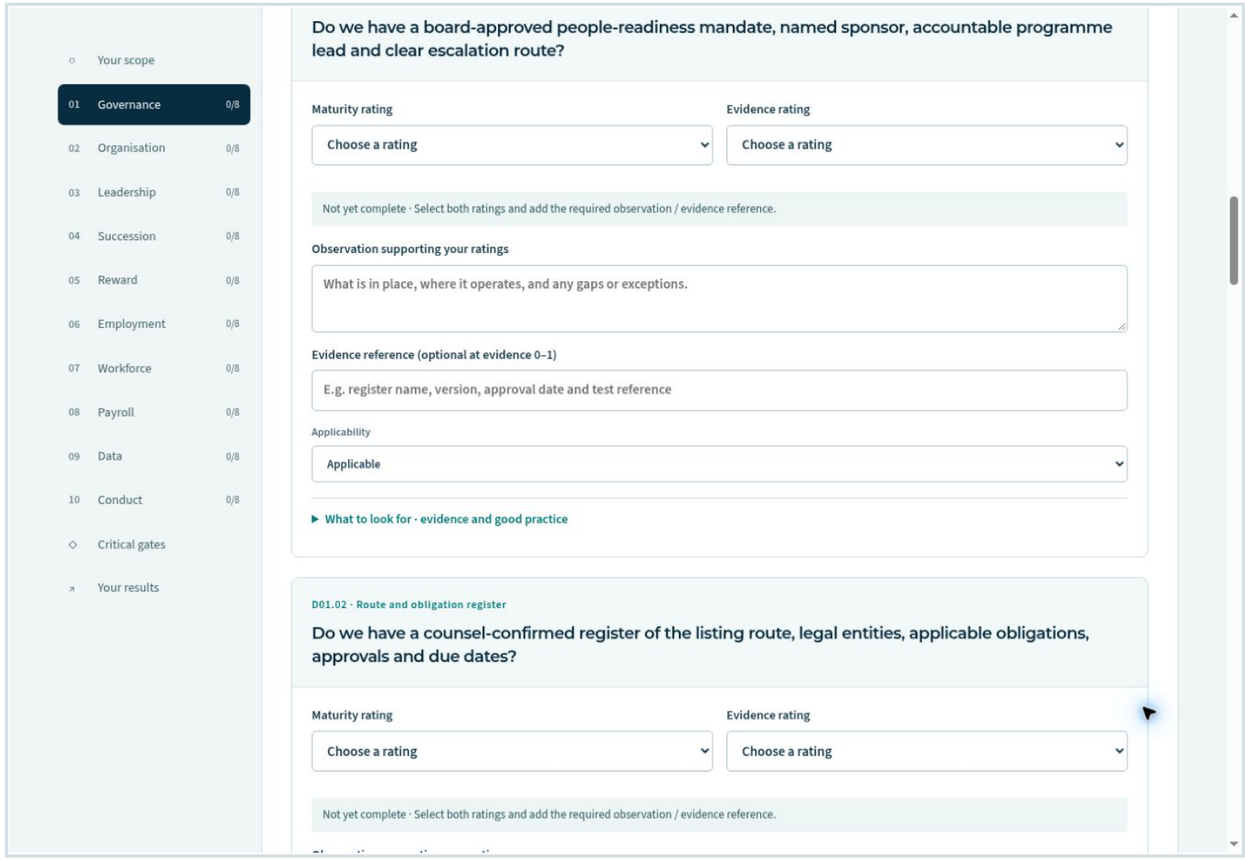
Rate a Saudi control against maturity and evidence

07 Check completion and continue

Review the control’s completion message and section count. Continue through the remaining sections using the same scope and cut-off date.

CHECK The completion count should increase only when the required information is complete.

CURRENT LIVE SCREEN



Current continuation showing observations, evidence reference, applicability and evidence guidance.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / I-02-03

OPEN SOURCE

Use the other country rating methods

Follow the selected country’s single evidence-supported scale rather than importing Saudi thresholds.

WHO USES THIS Diagnostic respondent

BEFORE YOU BEGIN

- Qatar, UAE, Oman, Bahrain or Kuwait model
- Agreed scope
- Evidence records

WHAT YOU WILL HAVE

- Country-specific control review

CHECK BEFORE YOU FINISH

- Correct method and theme count
- No Saudi readiness thresholds reused
- Unresolved gates remain visible

The screen does not match this guide. Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

All six diagnostic entry forms were inspected in the prior review. Complete non-Saudi result reports were not generated.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 1–2 OF 6

OPEN SOURCE

Use the other country rating methods

01 Check the country model

Read the diagnostic introduction and scoring description for the selected country before starting. Confirm the number of themes and controls.

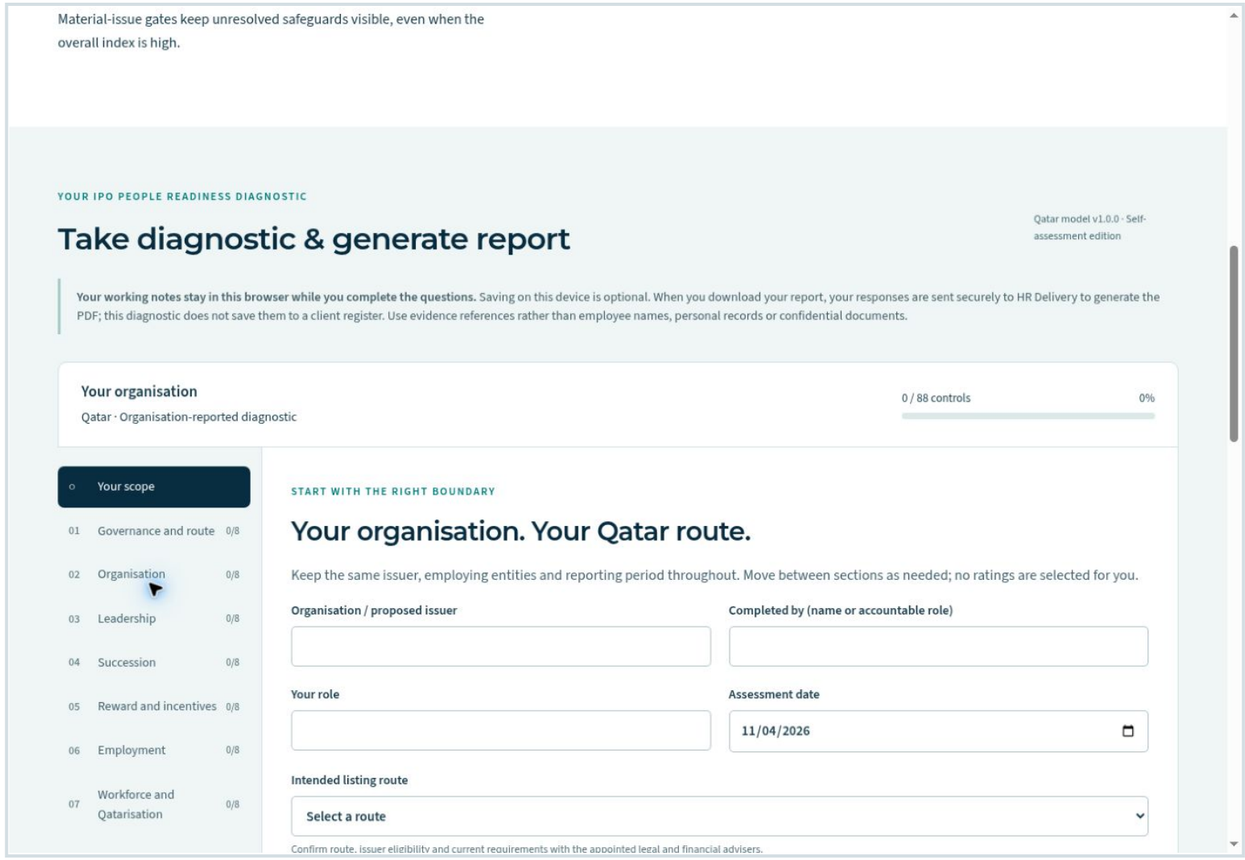
CHECK The country and method are explicit.

02 Open the rating guidance

The reviewed non-Saudi models use one evidence-supported rating per control. Choose the lowest anchor fully supported by the available evidence.

CHECK The relevant single-scale anchors guide the response.

PRIOR REVIEWED SCREEN



Prior reviewed Qatar scope form and its single-rating, equal-theme methodology.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 3–4 OF 6

OPEN SOURCE

Use the other country rating methods

03 Complete each control with context

Record the rating, observation and required evidence using the displayed fields. Keep the same issuer, reporting period and employment scope throughout.

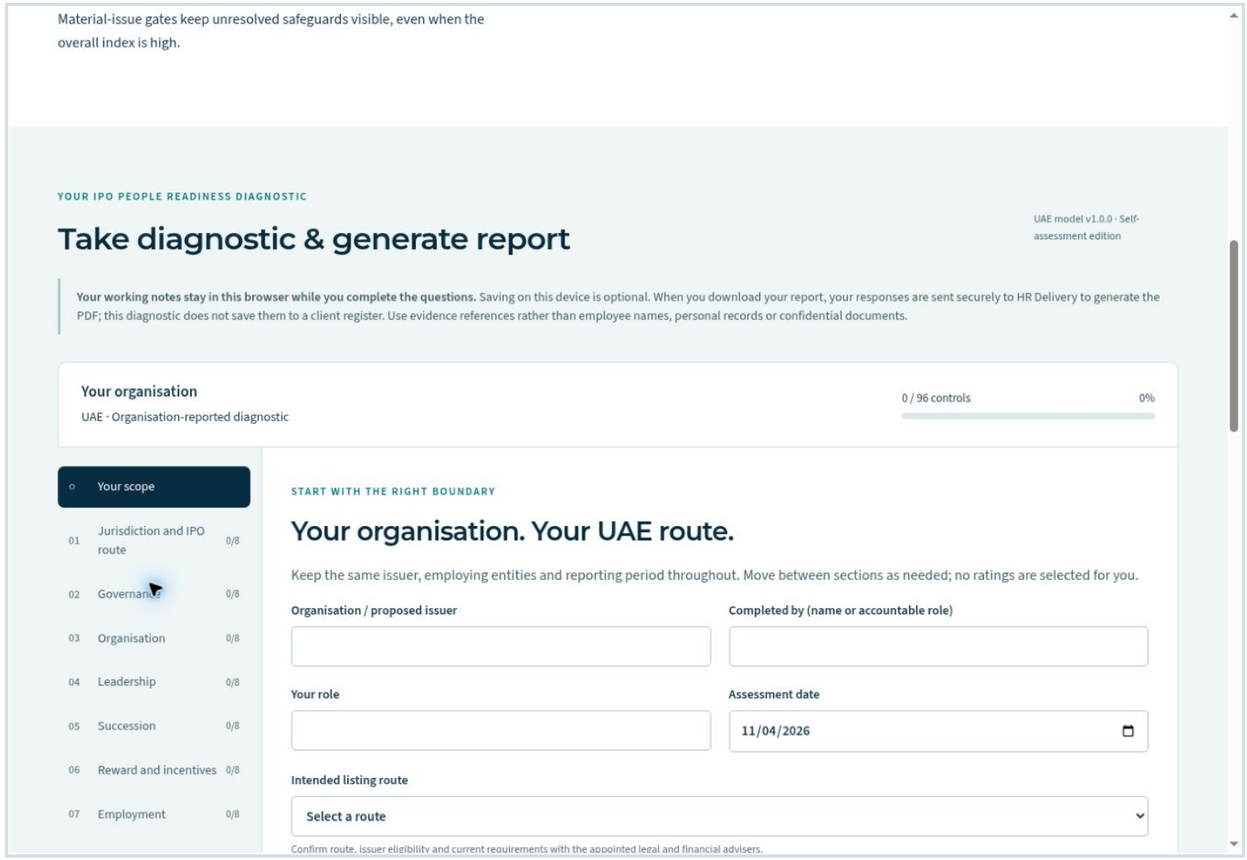
CHECK Checkpoint: the response can be examined by another reviewer.

04 Review every theme

Work through the country's theme navigation and completion counts. Qatar has eleven themes; the UAE, Oman, Bahrain and Kuwait have twelve.

CHECK The completion record shows which themes still need work.

PRIOR REVIEWED SCREEN



Prior reviewed UAE diagnostic entry, with its own country scope and method.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 5–6 OF 6

OPEN SOURCE

Use the other country rating methods

05 Complete material-issue review

Review the country’s material-issue gates and required evidence. Keep unresolved issues and proposed exclusions visible for competent review.

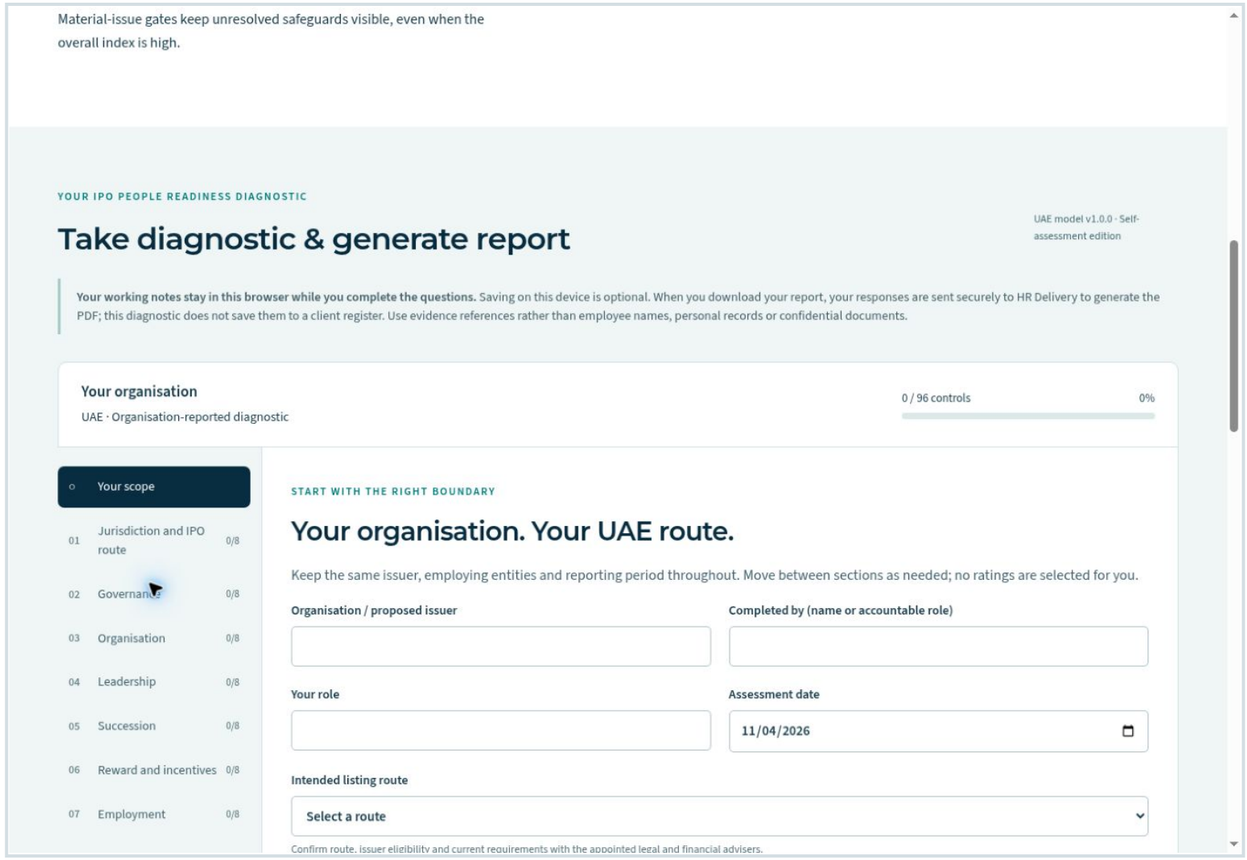
CHECK Checkpoint: material issues are considered alongside the numeric index.

06 Read the result in its own method

The reviewed country pages use equal theme weights and do not prescribe ready or near-ready percentage bands. Interpret the index with evidence and gate status.

CHECK The country result is not mislabelled using a different methodology.

PRIOR REVIEWED SCREEN



Prior reviewed UAE diagnostic entry, with its own country scope and method.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / I-02-04

OPEN SOURCE

Review critical or material-issue gates

Prevent a high average score from concealing a serious unresolved issue.

WHO USES THIS Programme lead and independent reviewer

BEFORE YOU BEGIN

- Completed control evidence
- Country gate criteria
- Named accountable owners

WHAT YOU WILL HAVE

- Gate review record
- Material-issue action list

CHECK BEFORE YOU FINISH

- Gate evidence is specific
- Unknown is not treated as passed
- Unresolved issues enter the action plan

The screen does not match this guide. Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

Blank gate forms and the incomplete-results state were inspected. No independent readiness judgement was made.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 1–2 OF 6

OPEN SOURCE

Review critical or material-issue gates

01 Open the gate section

Use 'Critical gates' in the Saudi model or the country's 'Material-issue gates' section. Read the full requirement for each gate.

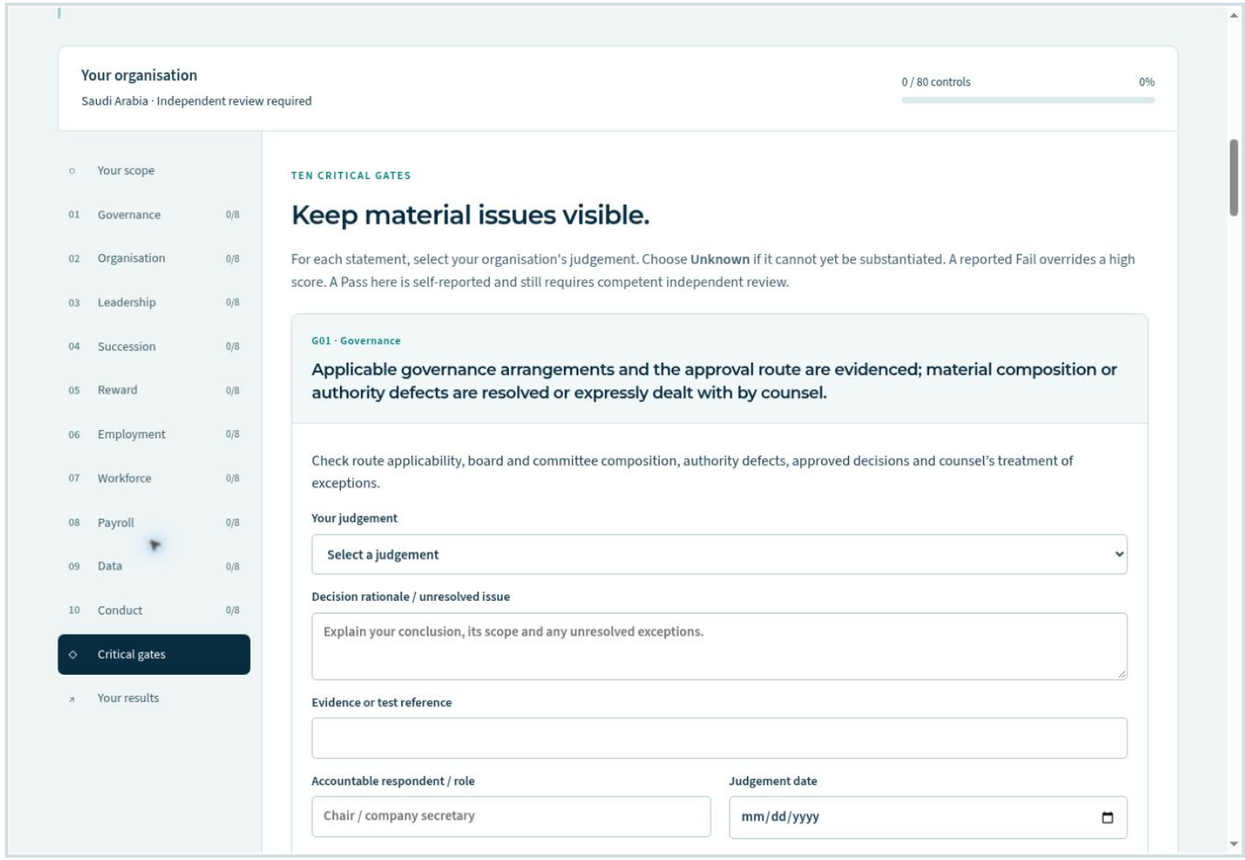
CHECK The gate criteria and judgement controls are visible.

02 Compare the evidence with the requirement

Review the specified controls, scope confirmations, ownership and independent-review evidence. A high overall score does not establish that a gate has passed.

CHECK The basis for each judgement is available.

CURRENT LIVE SCREEN



Current Critical gates screen showing the first gate, judgement and its four supporting fields. All responses remain blank.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 3–4 OF 6

OPEN SOURCE

Review critical or material-issue gates

03 Record the judgement honestly

Use the displayed judgement options. Where the situation is not known, record the unresolved position rather than assuming the gate is passed.

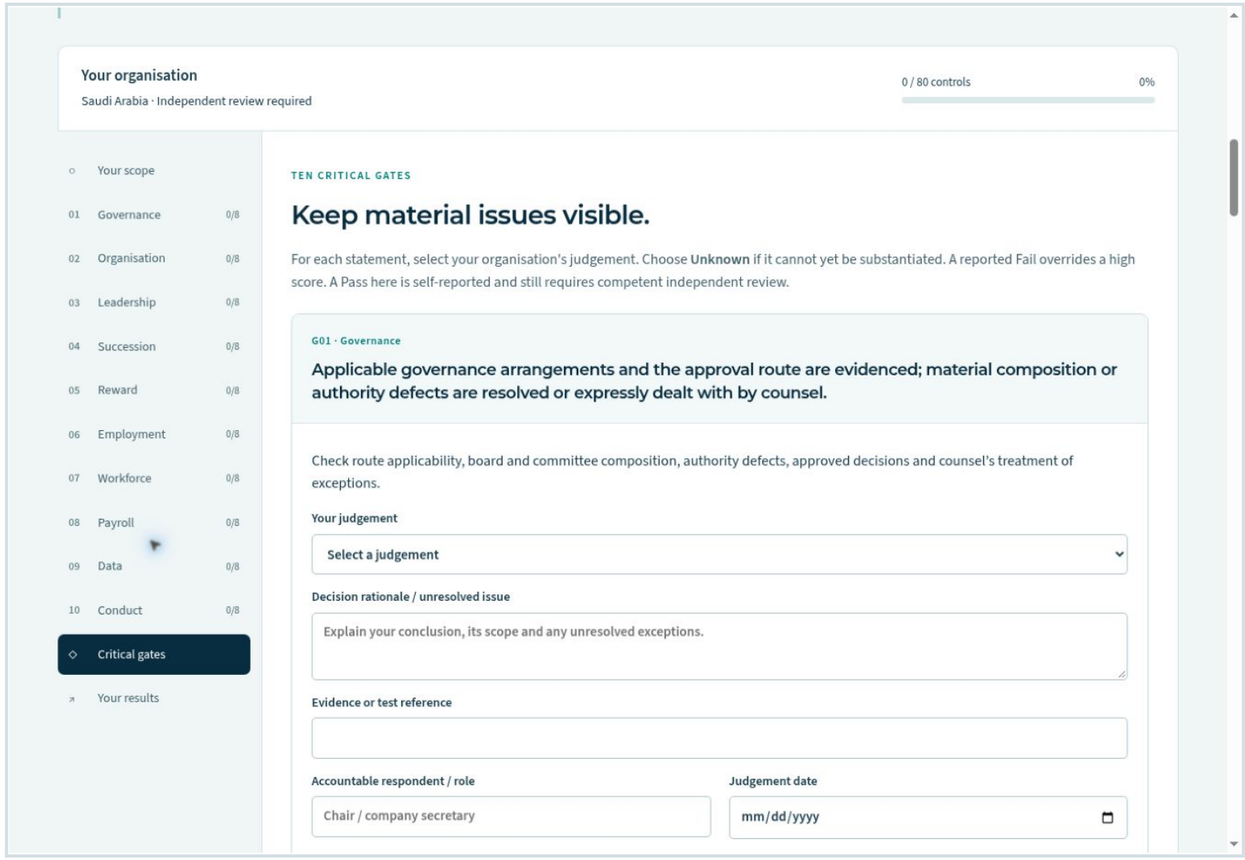
CHECK Checkpoint: unresolved matters remain visible in the review.

04 Explain the material issue

Record the relevant source or missing assurance and identify who must resolve it. Treat a proposed exclusion as requiring competent review.

CHECK Checkpoint: the issue can be assigned and followed up.

CURRENT LIVE SCREEN



Current Critical gates screen showing the first gate, judgement and its four supporting fields. All responses remain blank.

COMPLETE THE EVIDENCE-LED DIAGNOSTIC / STEPS 5–6 OF 6

OPEN SOURCE

Review critical or material-issue gates

05 Return to the connected controls

Revisit the relevant theme when the gate reveals missing ratings or evidence. Update the evidence record before changing a judgement.

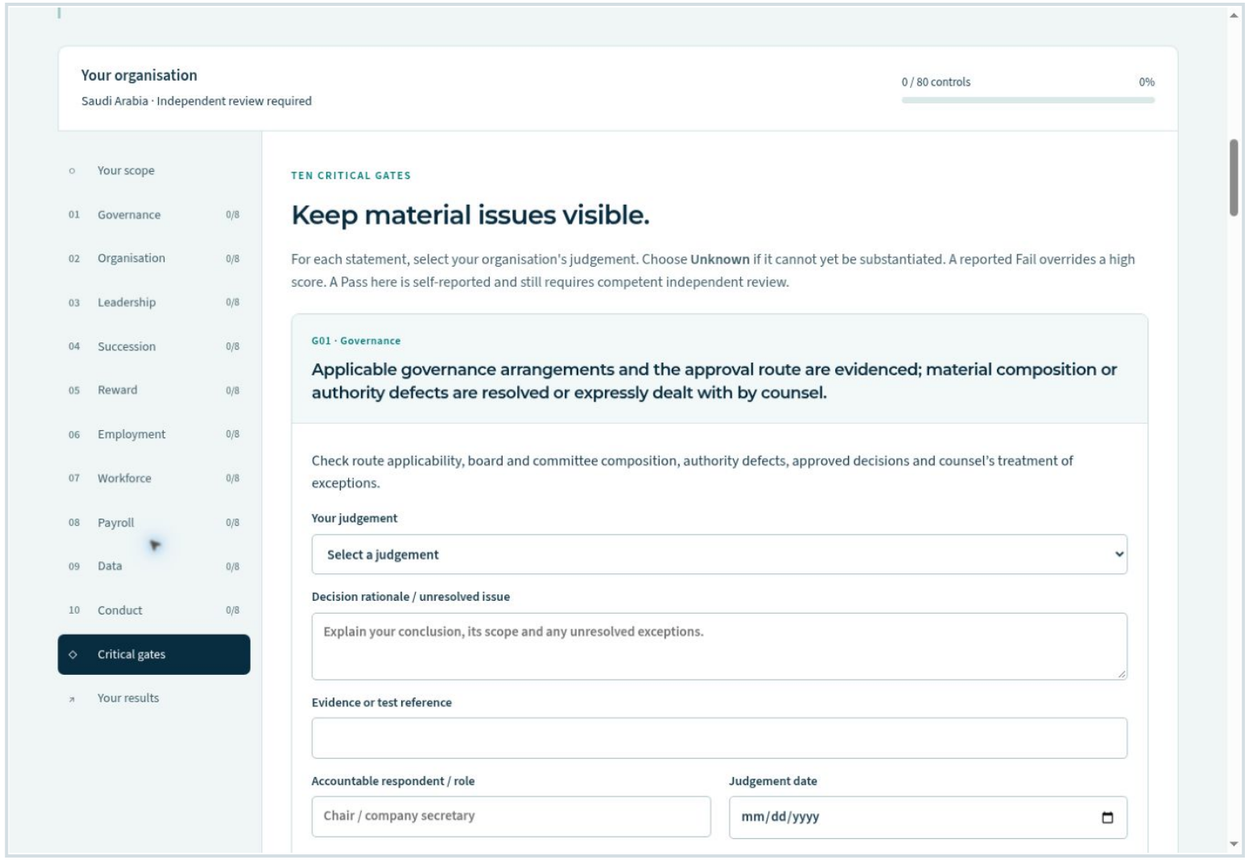
CHECK The gate judgement and underlying control record agree.

06 Carry unresolved gates into the plan

Give each unresolved matter an owner, action, required evidence and review date. Present it alongside the diagnostic result.

CHECK The programme retains visibility of material issues.

CURRENT LIVE SCREEN



Current Critical gates screen showing the first gate, judgement and its four supporting fields. All responses remain blank.

03 Check results and turn them into action

Resolve missing entries, review the report boundary and plan the work.

04 PRACTICAL TASKS

Prepare the inputs / Follow the screen sequence / Check the result

CHECK RESULTS AND TURN THEM INTO ACTION / I-03-01

OPEN SOURCE

Resolve incomplete fields before reporting

Use the diagnostic’s completion checks to locate outstanding entries.

WHO USES THIS Diagnostic coordinator

BEFORE YOU BEGIN

- Working responses
- Scope and gate review

WHAT YOU WILL HAVE

- Complete response set ready for reporting
- Outstanding-issues record

CHECK BEFORE YOU FINISH

- All required controls and scope fields addressed
- No invented evidence used to clear validation
- PDF transmission notice understood

A report cannot be produced. Review the outstanding-field list first. Resolve scope, both Saudi ratings, observations, required evidence and gate judgements before retrying.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

The incomplete-results screen was verified live. The final report-generation control and generated PDF were not exercised.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 1–2 OF 6

OPEN SOURCE

Resolve incomplete fields before reporting

01 Select 'Your results'

Open the results stage after reviewing the controls and gates. The screen reports whether the required information is complete.

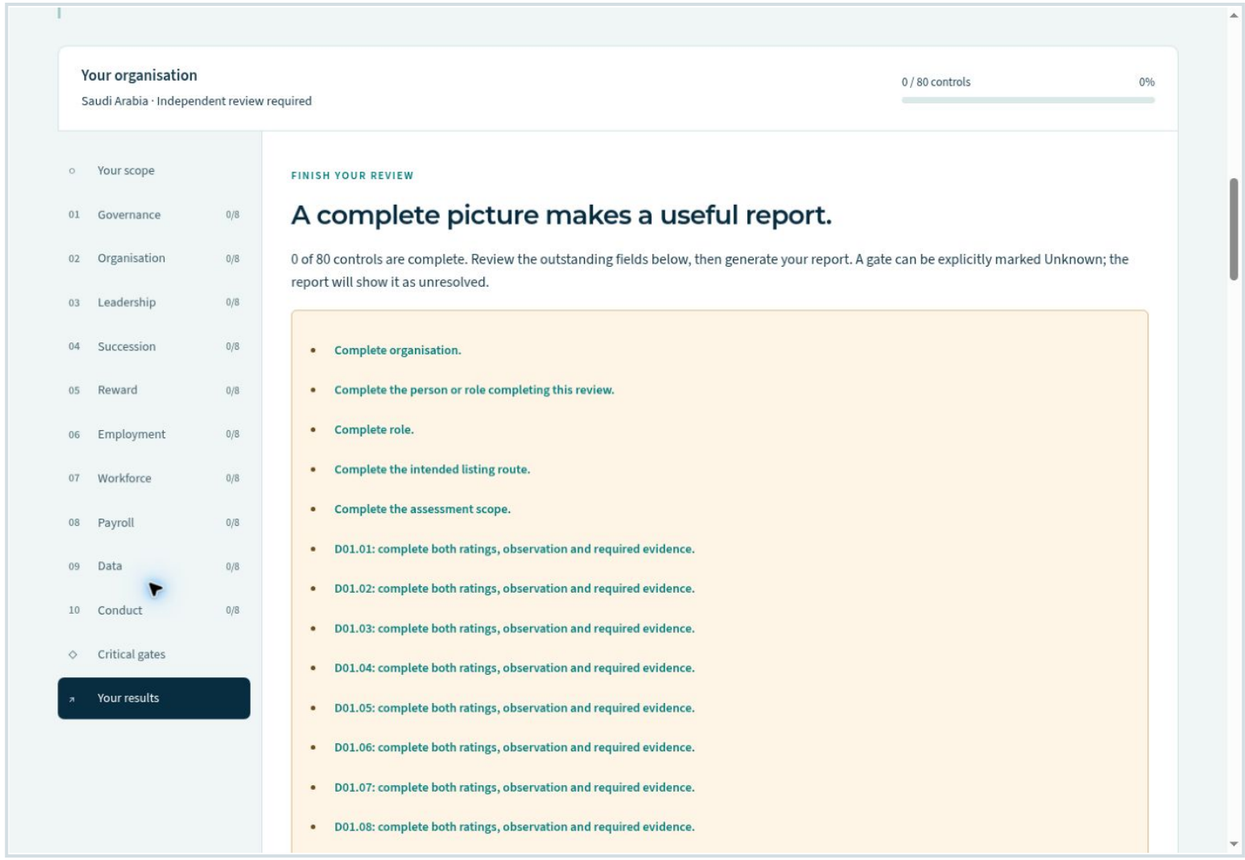
CHECK An incomplete review displays an outstanding-fields list.

02 Read the completion count

Compare the total with the country’s expected number of controls. Do not interpret an incomplete diagnostic as a final result.

CHECK The remaining work is visible in the completion count.

CURRENT LIVE SCREEN



Current incomplete-results screen lists outstanding scope, ratings and evidence. No final report was generated.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 3–3 OF 6

OPEN SOURCE

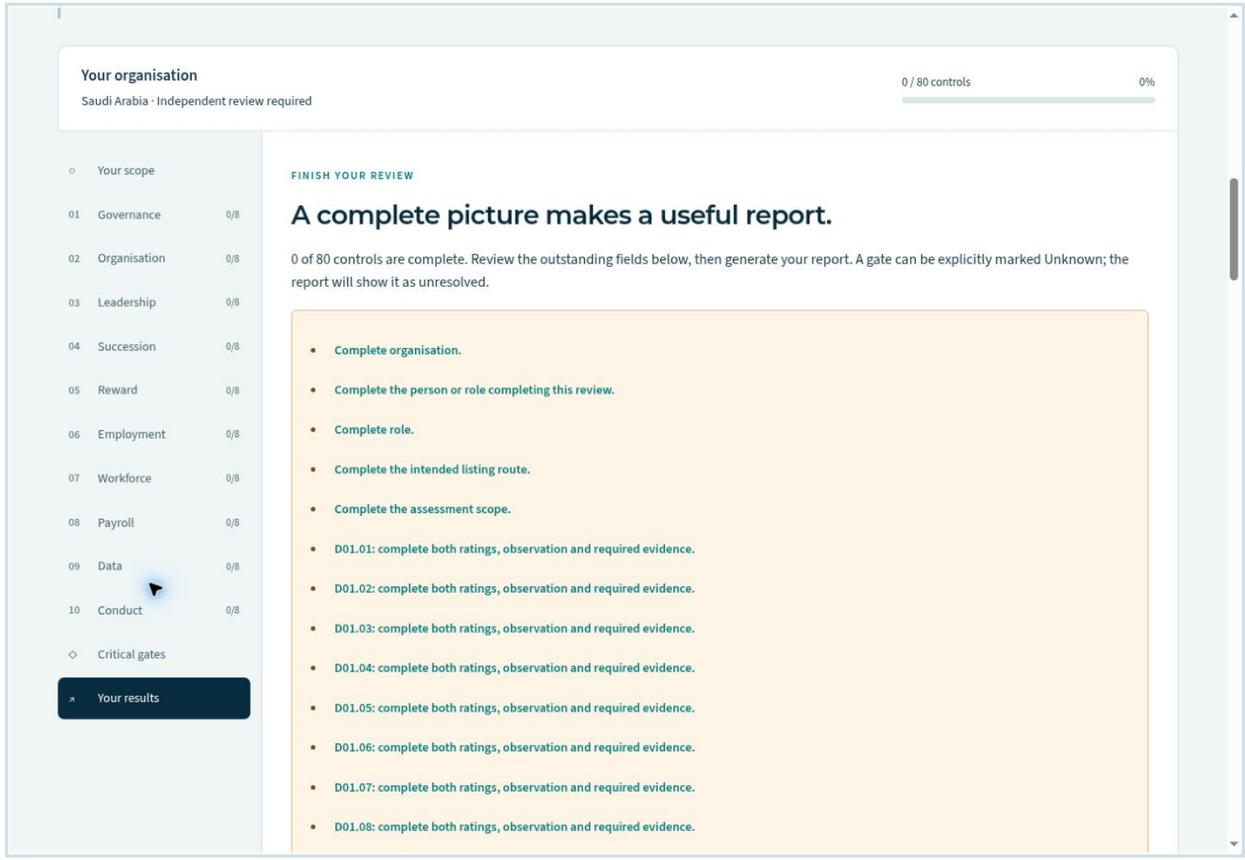
Resolve incomplete fields before reporting

03 Use an outstanding-item link

Select the specific scope, rating or evidence item named in the list. The inspected Saudi screen lists missing entries by control identifier.

CHECK The selected issue directs attention to the relevant part of the review.

CURRENT LIVE SCREEN



Current incomplete-results screen lists outstanding scope, ratings and evidence. No final report was generated.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 4–4 OF 6

OPEN SOURCE

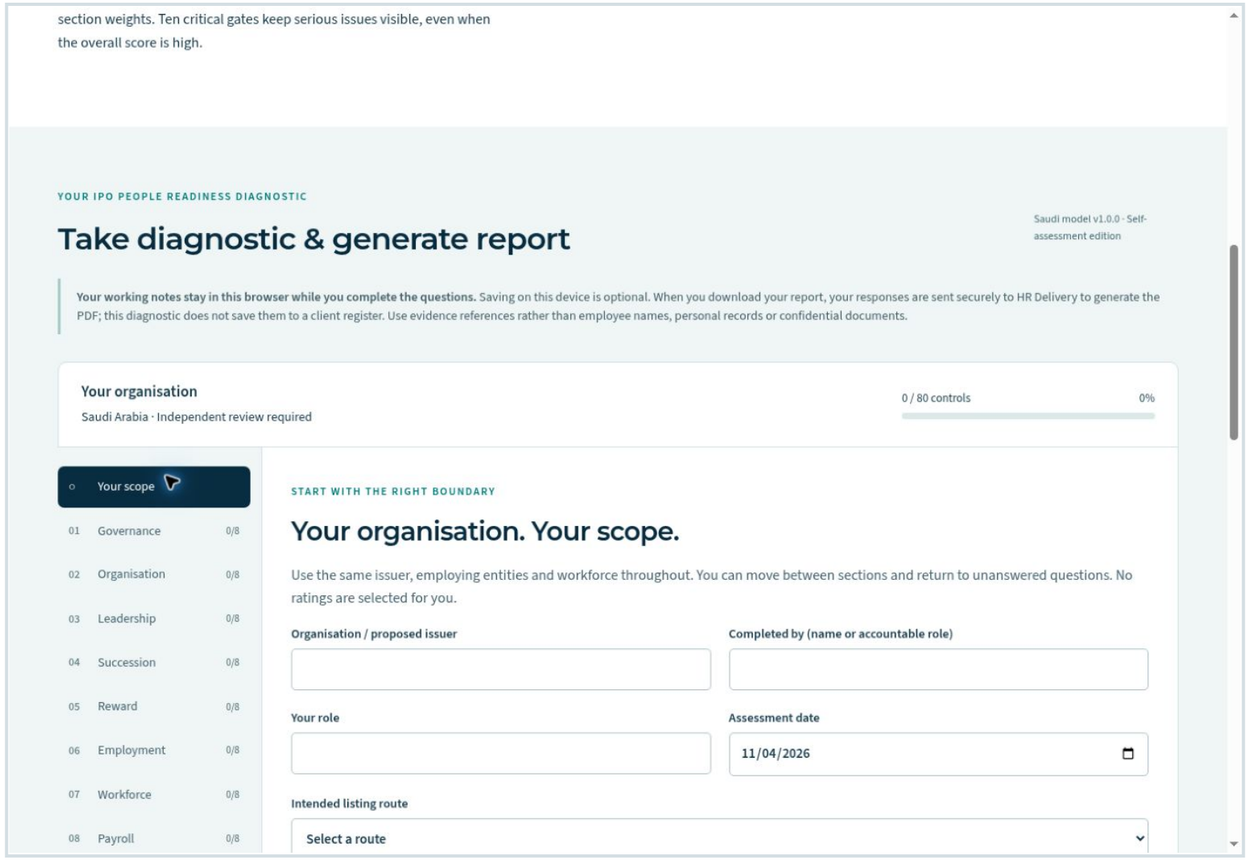
Resolve incomplete fields before reporting

04 Complete the missing information

Supply an accurate response and required support. Do not use invented data simply to make the progress indicator reach completion.

CHECK Checkpoint: the outstanding item has a defensible resolution.

PRIOR REVIEWED SCREEN



Prior reviewed Saudi diagnostic scope screen; organisation fields were left empty.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 5–6 OF 6

OPEN SOURCE

Resolve incomplete fields before reporting

05 Return to results and recheck

Repeat the review until the required fields are complete. Gates recorded as Unknown remain unresolved rather than becoming positive evidence.

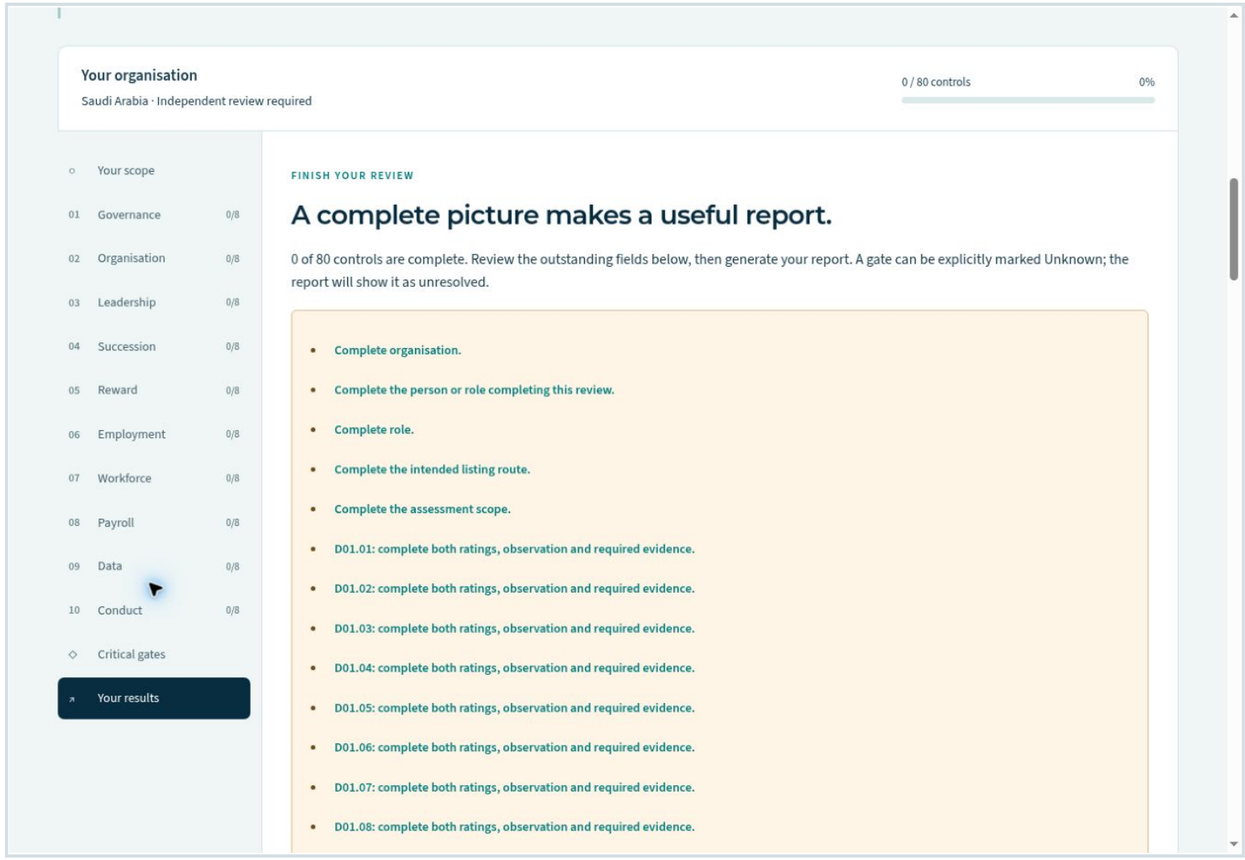
CHECK Checkpoint: required completion and unresolved issues are understood.

06 Review before generating a PDF

Read the on-screen generation notice and confirm that the organisation is authorised to send the responses for PDF creation. Follow the final control shown in your complete review.

CHECK Checkpoint: report generation has a clear authorised basis; generation was not tested here.

CURRENT LIVE SCREEN



Current incomplete-results screen lists outstanding scope, ratings and evidence. No final report was generated.

CHECK RESULTS AND TURN THEM INTO ACTION / I-03-02

OPEN SOURCE

Read the diagnostic result in context

Explain what the index does and what it does not establish.

WHO USES THIS Programme lead and advisers

BEFORE YOU BEGIN

- Complete report when available
- Country scoring standard
- Independent-review process

WHAT YOU WILL HAVE

- Interpretation and review agenda

CHECK BEFORE YOU FINISH

- Correct country methodology
- Material issues considered before headline score
- Advisory result is not presented as regulatory approval

The screen does not match this guide.	Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

The public scoring descriptions were inspected. A completed client report was not generated or independently validated.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 1–2 OF 6

OPEN SOURCE

Read the diagnostic result in context

01 Confirm report identity

Check the country, organisation, scope, model and assessment date on the produced report before discussing findings.

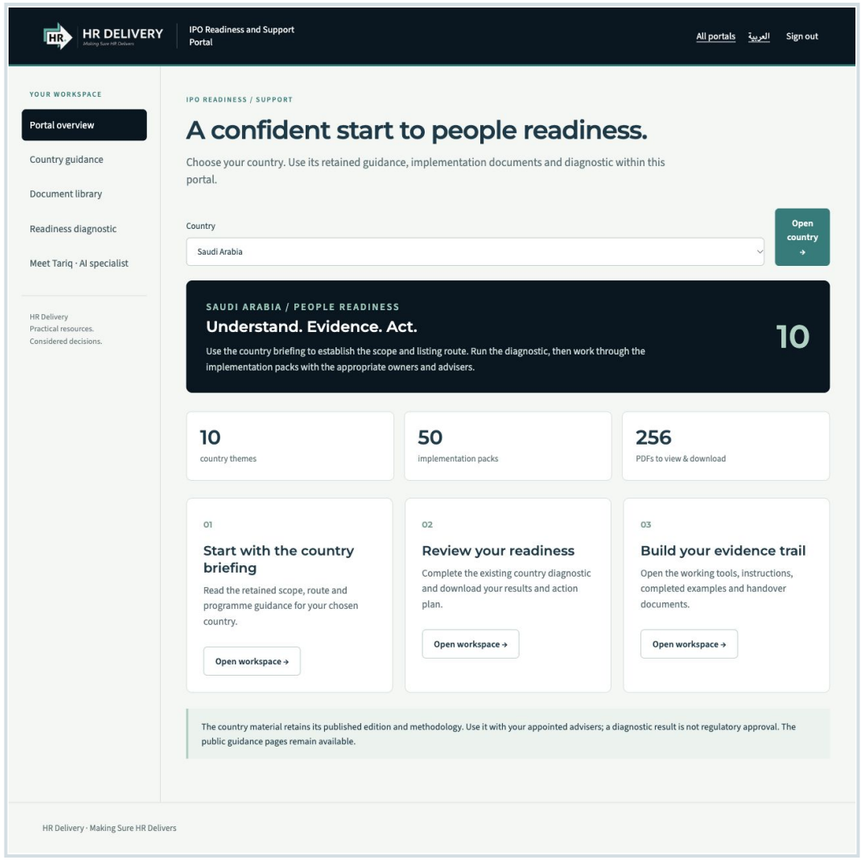
CHECK Checkpoint: the report refers to the intended programme boundary.

02 Read the section pattern

Review weak sections and the distribution of ratings alongside the overall index. A headline percentage does not describe every workstream.

CHECK The discussion identifies specific areas needing attention.

PUBLISHED DEMONSTRATION



Published isolated IPO portal demonstration; this does not show a newly generated organisational report.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 3–4 OF 6

OPEN SOURCE

Read the diagnostic result in context

03 Inspect evidence and gate status

Read evidence coverage and material issues before assigning a readiness interpretation. In Saudi, a failed gate overrides a high score.

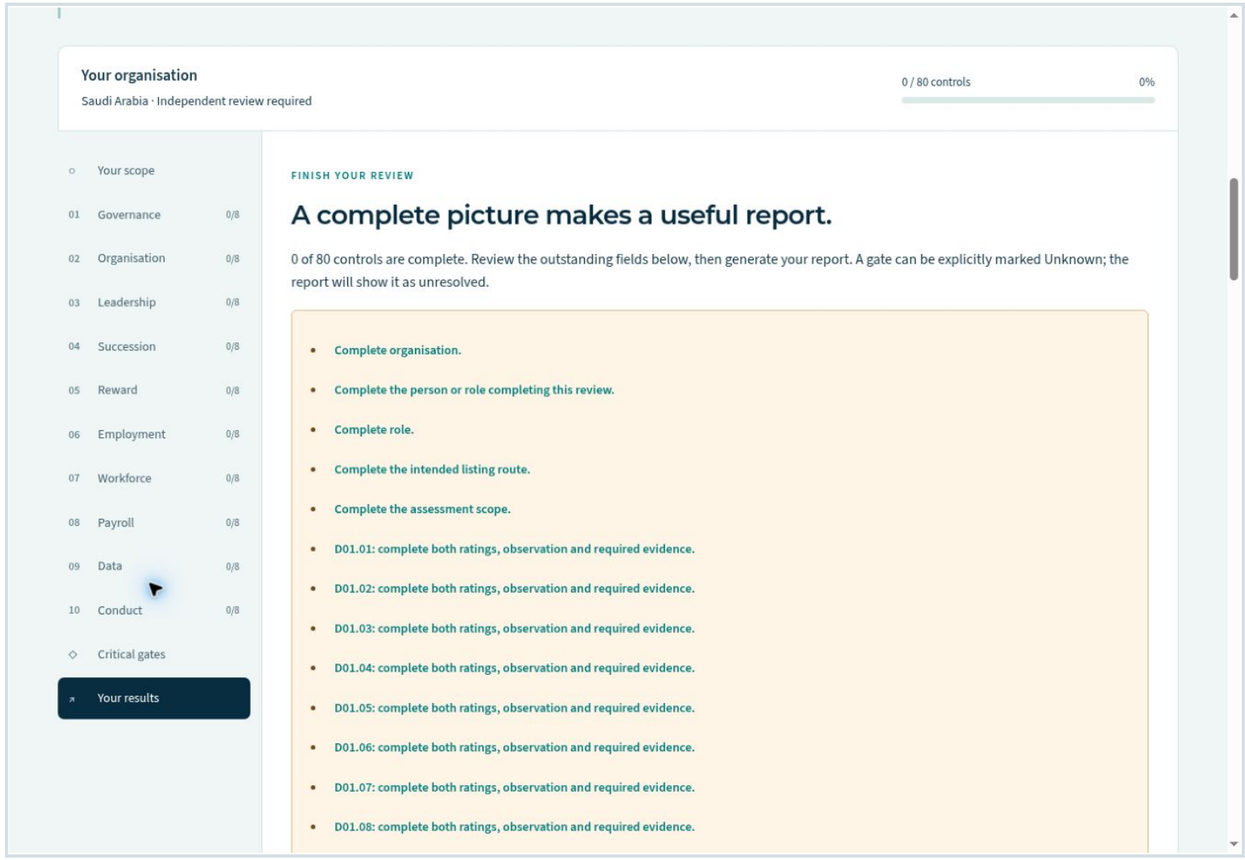
CHECK The conclusion acknowledges safeguards and evidence limits.

04 Apply only the published country method

Saudi has weighted sections and specific conditional thresholds. Other reviewed Gulf models report an index without ready/near-ready percentage bands.

CHECK The interpretation matches the method that generated the result.

CURRENT LIVE SCREEN



Current incomplete-results screen lists outstanding scope, ratings and evidence. No final report was generated.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 5–6 OF 6

OPEN SOURCE

Read the diagnostic result in context

05 Arrange independent review

Take the report and evidence references to the appointed advisers. Resolve questions about scope, current obligations and operating effectiveness.

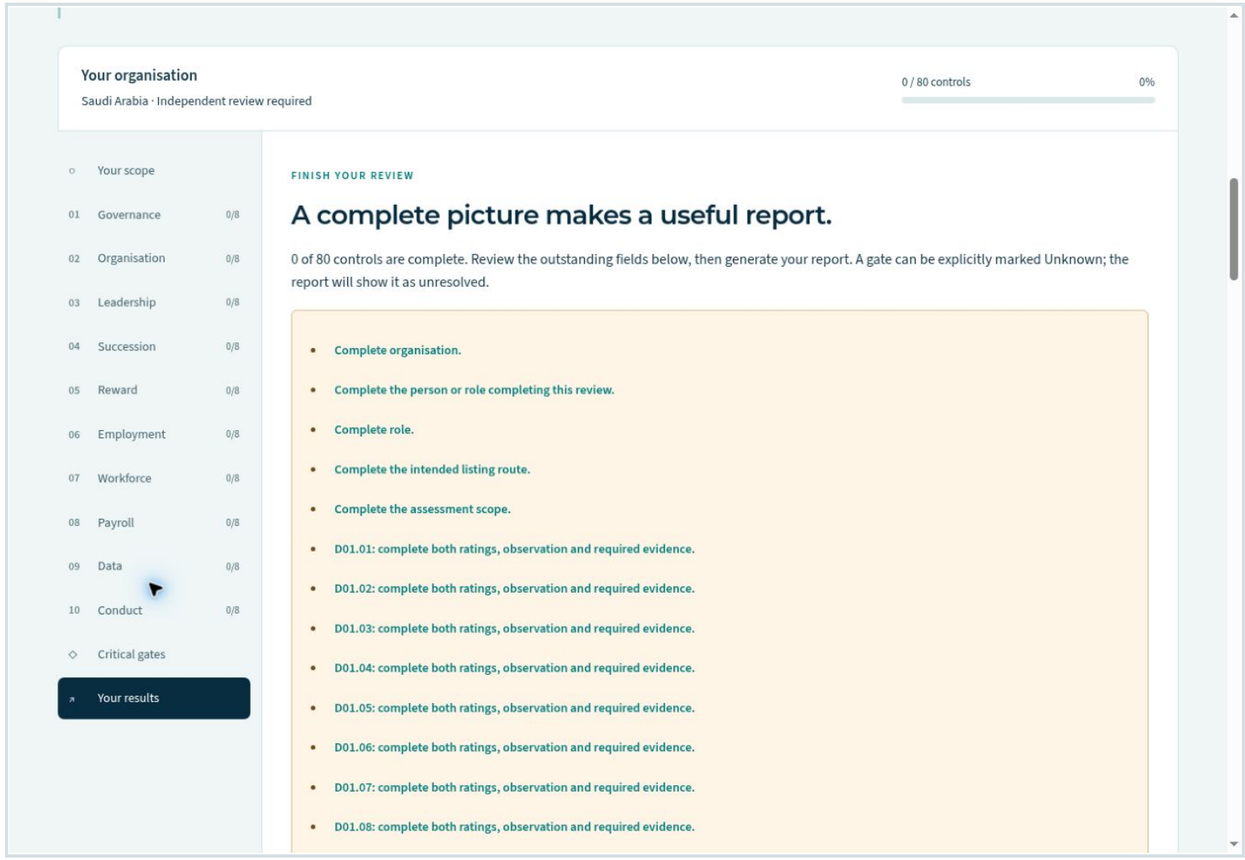
CHECK A review agenda is ready for the people responsible for validation.

06 Record the agreed next decision

Distinguish a diagnostic finding, a reviewed conclusion and a regulatory decision. Document what the organisation will do next and who owns it.

CHECK The report supports an accountable work programme.

CURRENT LIVE SCREEN



Current incomplete-results screen lists outstanding scope, ratings and evidence. No final report was generated.

CHECK RESULTS AND TURN THEM INTO ACTION / I-03-03

OPEN SOURCE

Build and monitor the readiness action plan

Convert each material gap into work with a defined output and review point.

WHO USES THIS Programme lead and workstream owners

BEFORE YOU BEGIN

- Diagnostic gap list
- Linked implementation resources
- Available owners and milestones

WHAT YOU WILL HAVE

- Action plan with owners, milestones and evidence
- Review and escalation record

CHECK BEFORE YOU FINISH

- Action links to a control or gate
- Completion requires evidence
- Scope changes are explained

The screen does not match this guide. Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

06 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

The workflow is supported by the public diagnostic and implementation resources. Private action-plan storage and report exports were not tested.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 1–2 OF 6

OPEN SOURCE

Build and monitor the readiness action plan

01 Start with the material issues

Identify failed or unresolved gates and weak controls. State the gap in operational terms rather than simply repeating a low score.

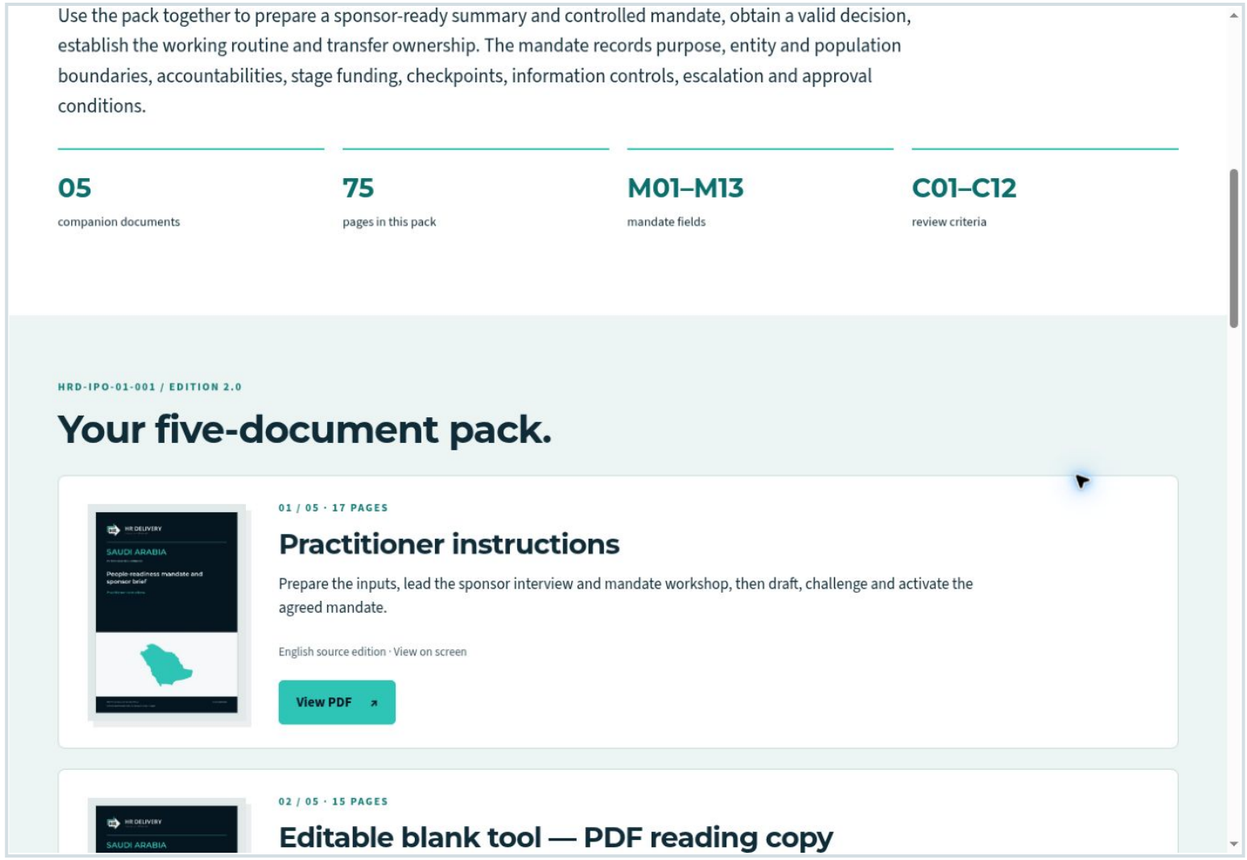
CHECK A prioritised issue list explains the work required.

02 Define the required output

Specify the document, register, operating control, evidence test or decision that would resolve the issue. Link the relevant implementation asset.

CHECK Each action has an observable deliverable.

PRIOR REVIEWED SCREEN



Prior reviewed five-document implementation pack, including instructions, blank reading copy and fictional example.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 3–4 OF 6

OPEN SOURCE

Build and monitor the readiness action plan

03 Assign owner and timing

Name the accountable role, supporting colleagues, target date and dependencies. Confirm that the owner accepts the responsibility.

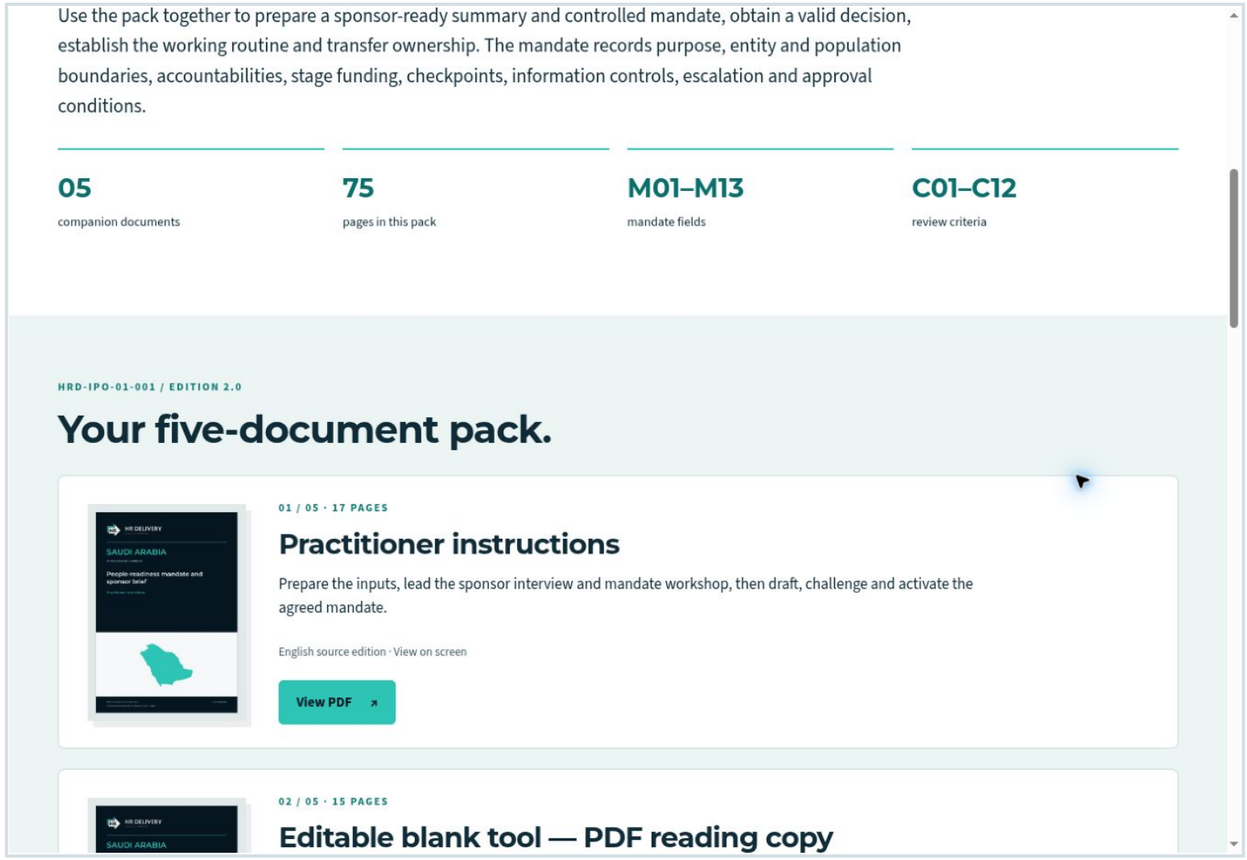
CHECK The action can be scheduled and followed up.

04 Specify completion evidence

Describe what must be demonstrated at review, including evidence that a control is operating where required. A new policy alone may not resolve the gap.

CHECK The completion standard is explicit.

PRIOR REVIEWED SCREEN



Prior reviewed five-document implementation pack, including instructions, blank reading copy and fictional example.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 5–6 OF 6

OPEN SOURCE

Build and monitor the readiness action plan

05 Review progress and escalate

At each programme review, record progress, decisions and blockers. Escalate unresolved material issues through the agreed sponsor route.

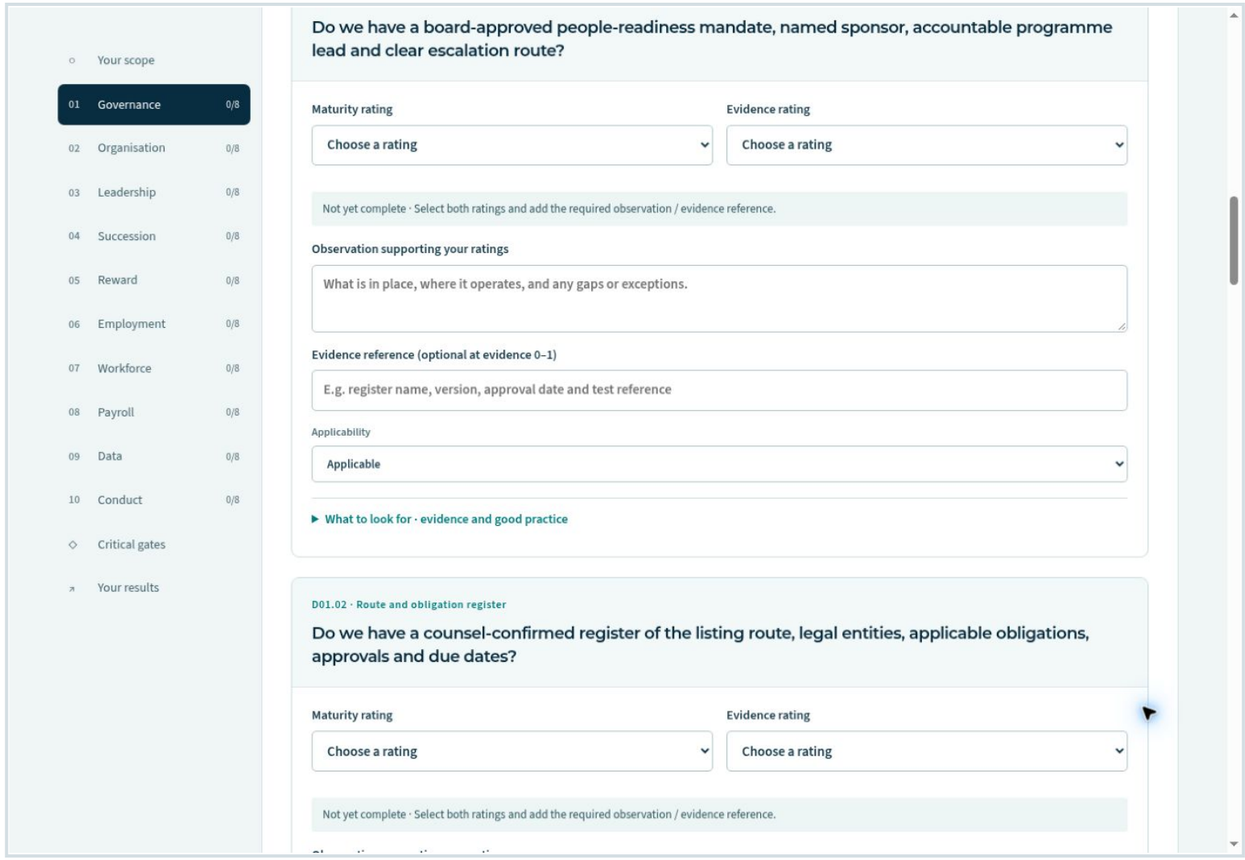
CHECK The programme shows changes and unresolved dependencies.

06 Reassess on a consistent basis

When repeating the diagnostic, retain the earlier scope, model and date for comparison. Explain any changed boundaries before claiming improvement.

CHECK The before-and-after review is interpretable.

CURRENT LIVE SCREEN



Current continuation showing observations, evidence reference, applicability and evidence guidance.

CHECK RESULTS AND TURN THEM INTO ACTION / I-03-04

OPEN SOURCE

Use Tariq and the human support route

Prepare a focused country or implementation question.

WHO USES THIS Client programme contact

BEFORE YOU BEGIN

- Country and scope
- Relevant control or asset reference
- Specific support request

WHAT YOU WILL HAVE

- Focused IPO support brief

CHECK BEFORE YOU FINISH

- Correct country and control reference
- No confidential individual records included
- Support channel activation confirmed

The screen does not match this guide. Check the country, selected module and account role. Ask Lama to confirm the correct route before continuing.

05 STEPS / WALKTHROUGH ON THE FOLLOWING PAGES

Specialist AI communication requires the appropriate active service connection; no live conversation was verified.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 1–2 OF 5

OPEN SOURCE

Use Tariq and the human support route

01 Open the IPO department area

Use the Tariq specialist area to review the type of preparation support described: country resources, evidence organisation and action priorities.

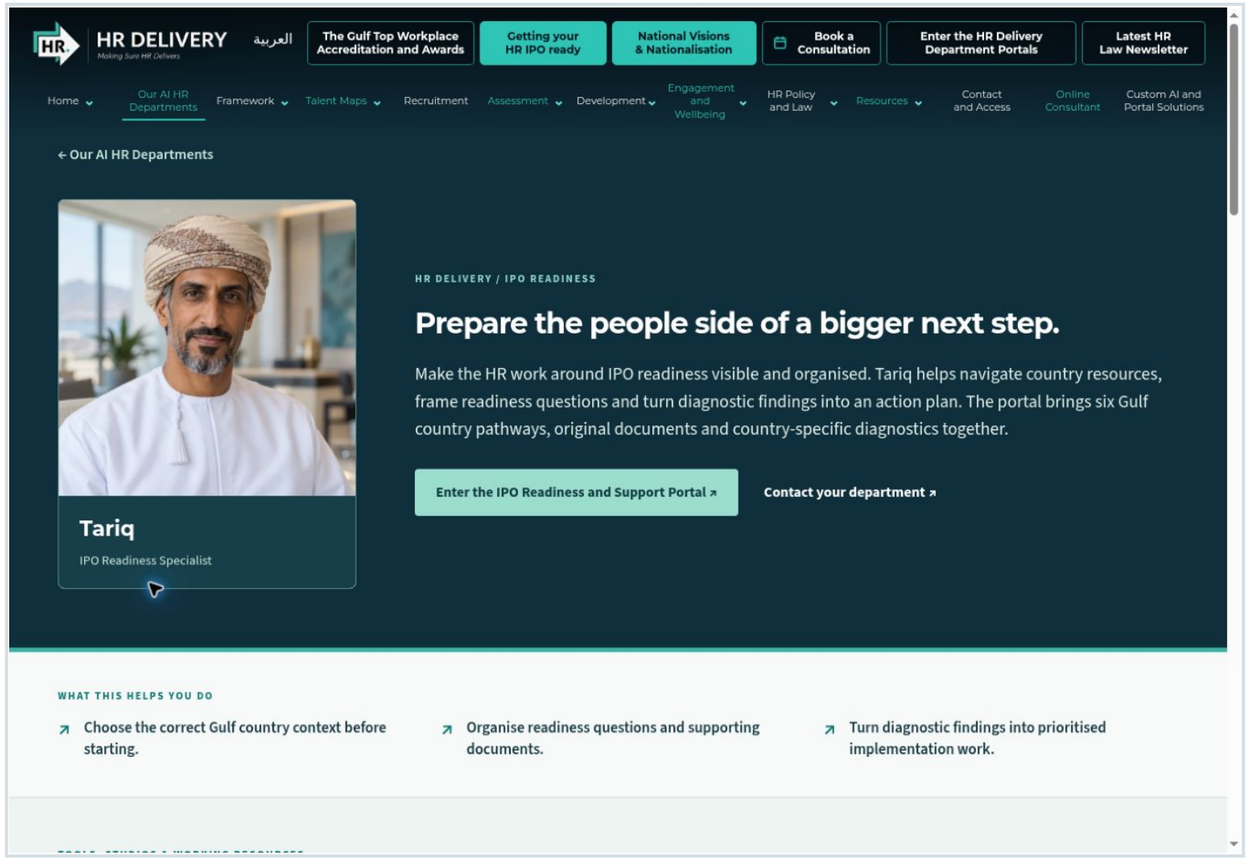
CHECK The support scope and portal entry are clear.

02 Identify the precise task

Choose whether you need a source, an explanation of a control, an implementation resource or help structuring an action plan.

CHECK Your enquiry has a practical purpose.

PRIOR REVIEWED SCREEN



Prior reviewed Tariq IPO specialist department and its support description.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 3–4 OF 5

OPEN SOURCE

Use Tariq and the human support route

03 Prepare a source-linked brief

Include the country, model, control or asset identifier and a concise description of the gap. Avoid employee records and transaction-confidential material.

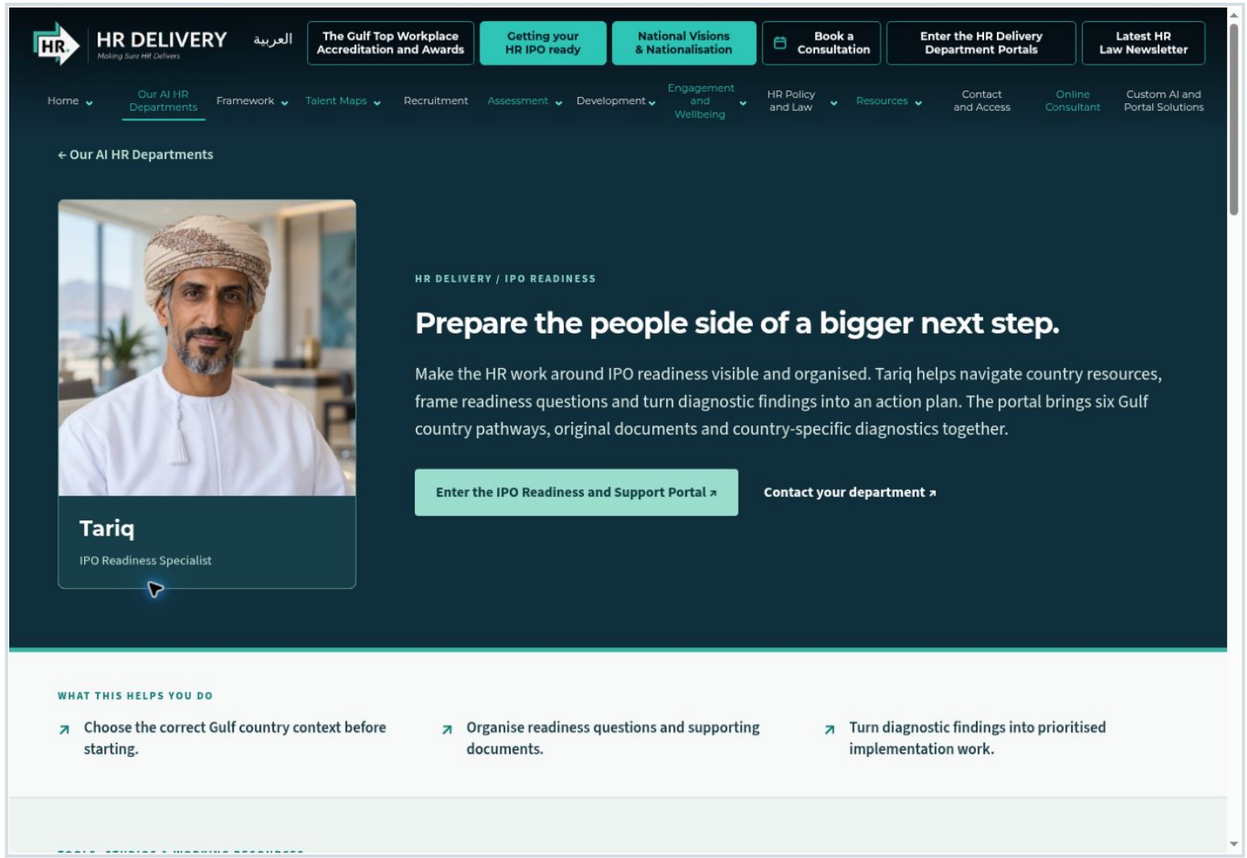
CHECK The brief can be reviewed without unnecessary sensitive detail.

04 Check service access and connection

Use the specialist communication route only after checking its activation status. A profile or access-code field does not establish that live replies are available.

CHECK You know which route can provide support now.

PRIOR REVIEWED SCREEN



Prior reviewed Tariq IPO specialist department and its support description.

CHECK RESULTS AND TURN THEM INTO ACTION / STEPS 5–5 OF 5

OPEN SOURCE

Use Tariq and the human support route

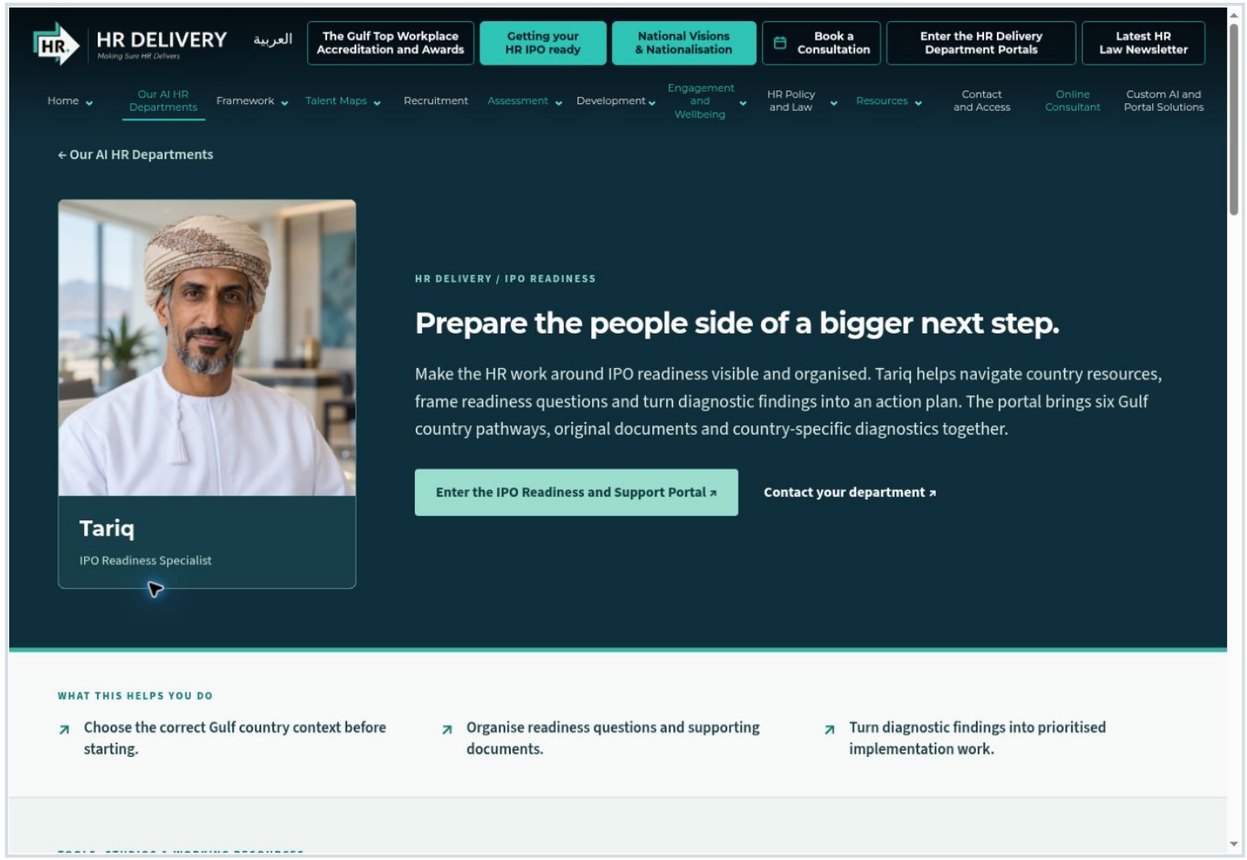
05

Coordinate through Lama

Ask reception to arrange the appropriate human conversation and clarify the next deliverable, owner and timing.

CHECK An agreed support action can move the programme forward.

PRIOR REVIEWED SCREEN



Prior reviewed Tariq IPO specialist department and its support description.

REFERENCE / 1 OF 1

OPEN SOURCE

Country methods at a glance

Country	Themes / controls	Implementation assets	Rating approach
Saudi Arabia	10 / 80	50	Separate maturity and evidence; weighted sections
Qatar	11 / 88	55	One evidence-supported rating; equal theme weights
United Arab Emirates	12 / 96	60	One evidence-supported rating; equal theme weights
Oman	12 / 96	60	One evidence-supported rating; equal theme weights
Bahrain	12 / 96	60	One evidence-supported rating; equal theme weights
Kuwait	12 / 96	60	One evidence-supported rating; equal theme weights

REFERENCE / 1 OF 1

OPEN SOURCE

Saudi ratings: use both scales

Level	Maturity	Evidence
0	Absent	Unverified
1	Emergent	Assertion
2	Documented	Source record
3	Operating	Tested
4	Sustained	Corroborated

REFERENCE / 1 OF 1

OPEN SOURCE

A complete action record

Field	What to record
Issue	Control or gate reference and operational gap
Output	The specific document, control or decision required
Owner	Accountable role and supporting contributors
Date	Target milestone and review point
Evidence	What will demonstrate effective completion
Dependency	Adviser, data or decision required before completion

QUICK REFERENCE

Your final check

- [ ] **01** Country, model, issuer and scope are consistent.
- [ ] **02** Every rating is supported by a useful observation and evidence reference.
- [ ] **03** Unresolved gates and proposed exclusions remain visible.
- [ ] **04** Report creation and any response transmission are authorised.
- [ ] **05** Each priority has an owner, output, review date and completion evidence.

HELP AND SUPPORT

OPEN SOURCE

Continue with HR Delivery

Start with Lama when you need the right workspace, an explanation of a screen or a coordinated discussion with HR Delivery. Describe the task you are trying to complete and the point at which you need help. The human team can confirm access, service scope and the next practical step.

OPEN LAMA'S RECEPTION

drphillip@hr.delivery

INCLUDE IN YOUR REQUEST

- Organisation and country
- Portal and task name
- Screen label or error wording
- Desired outcome and timing; never send passwords

REFERENCE NOTES

OPEN SOURCE

Guide scope and screen references

- Protected portal entry was inspected, but an authenticated private workspace was not obtained.
- No real organisation response set or final diagnostic PDF was submitted.
- A blank or incomplete result is not a readiness conclusion.
- The diagnostic is advisory and cannot establish regulatory approval or the probability of IPO success.
- English/Arabic website navigation does not guarantee that every implementation PDF has a translated edition.

Screen key: Current live screen | Published demonstration | Prior reviewed screen