



Bridging Generations: How Landmark Group Kuwait's R.E.D Program Elevated Retail LD

Landmark Group

Best Learning Program that Supports and Promotes Diversity, Equity, Inclusion and Belonging

November 2024



Company Background



Company-at-a-Glance	
Headquarters	Dubai, United Arab Emirates
Year Founded	1973
Revenue	N/A
Employees	48,000
Global Scale (Regions that you operate in or provide services to)	Over the years, our UAE - based group has evolved into a comprehensive retail and hospitality entity, with over 2200 retail stores, leisure, and hospitality outlets, panning the GCC, Middle East, India, Southeast Asia, and Africa. Today, Landmark Group is one of GCC's largest omnichannel retailers and India's top home and fashion retailer.
Customers/Output, etc. (Key customers and services offered)	Landmark Group offers customers a diverse portfolio of over 43 own and franchise brands that have grown into category leaders in fashion, baby care, footwear, home, lifestyle & hospitality.



Industry	Retail
Stock Symbol	N/A
Website	https://www.landmarkgroup.com/om/en/home

Budget and Timeframe

Budget and Timeframe	
Overall budget	20,000 usd/year
Number of (HR, Learning, Talent) employees involved with the implementation?	5 Employees 1 Learning & Development Executive from the region, 1 Deputy General Manager Learning & Development from the corporate, 1 Head of HR from the region, 2 Human Resources Spoc from the regions
Number of Operations or Subject Matter Expert employees involved with the implementation?	73 Employees 1 Territory head from Kuwait Region, 4 Area Managers, 7 Concept Managers, 61 Store Managers
Number of contractors involved with implementation	N/A
Timeframe to implement	10 months
Start date of the program	August 2023

Business Conditions and Business Needs

Terminologies used in this document.

Highlighting key terminologies that would be used throughout this document that used in the context of Landmark Group as an organization.

TERMINOLOGIES USED

Brand : Reference to a brand like Babyshop, Splash, Homecentre, etc.

Brand Manager : The head of the brand for the entire country

Expatriates : Anyone who is not a citizen of that country, could also include an Arab



national from a different country in the middle east.

GCC : Gulf Cooperation Council – Cooperation council for the Arab states
in

the gulf.

Gen Y : Millennials

R.E.D : Respect.Equity.Diversity Program

LeAH : Landmark Employee engagement and Alliance Hub

Supervisors : They manage people in warehouse and their respective teams
assigned as per organization norms

DEI : Diversity.Equity.Inclusivity

L&G : Learn&Grow

ABOUT LANDMARK GROUP

Landmark Group is one of the largest omni-channel retailers of trusted, homegrown brands in the Middle East and India, with a growing presence across Africa & Southeast Asia. Currently, the Group operates over 2,200 outlets, encompassing over 30 million square feet across 21 countries with over 55,000 employees across all regions. Since 1973, the Group has created several great brands - over 43 brands in fashion, baby care, footwear, home, lifestyle & hospitality that are market leaders, built strong partnerships and delivered exceptional value to customers. These brands operate in United Arab Emirates, Kingdom of Saudi Arabia, Oman, Kuwait, Qatar, Bahrain, Egypt, Jordan, Malaysia, Indonesia, Nigeria, Algeria, Tunisia, Djibouti, and India.

Driven by the Group's vision of "Creating exceptional value for all the lives we touch," "people" are at the heart of the organization. The organization is committed to instilling a culture true to the Groups' values of "Listen Empower Adapt Deliver with Integrity" (iLead) which fosters professional and personal growth for its employees.

Landmark Group's Values & Behaviors



ABOUT RETAIL IN THE GCC

Retail Business in the GCC: The Cooperation Council for the Arab States of the Gulf is a regional, intergovernmental, political, and economic union comprising Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates, is also known as the Gulf Cooperation Council (GCC). Retailing in the GCC has shifted significantly and is undergoing transformation at an exceptional pace. These regions have emerged as a destination for global investors, and retail is one of the few industries to become a key indicator of the GCC nations’ economic diversification strategy. After a couple of years of uncertainty, there has been an upward trajectory in retail sales as consumers have started visiting malls and shopping at stores again. Digital technology-enabled E-commerce has brought changes in consumers’ buying behavior and is one of the biggest challenges faced by all retailers globally. Increased competition, rising costs, declining margins, and a decline in consumers’ disposable income have forced retailers to review their business models and adapt to the new reality. Social media like Instagram became a popular shopping tool in GCC. Localization is termed Nationalization in the GCC, and the citizens of that specific country are called nationals; otherwise, they are termed Arab Nationals, whereas the other nationalities are referred to as expatriates. In most GCC countries, over 60% of the labor force is foreign.

- The GCC governments have recognized that the country’s long-term development needs cannot be seconded indefinitely to the expat workforce and must be placed in the hands of a national workforce.

- This nationalization process is known as Bahrainization in Bahrain, Kuwaitization in Kuwait, Omanization in Oman, Qatarization in Qatar, Saudization in Saudi Arabia, and Emiratization in the United Arab Emirates.



Fast-forwarding to the current situation due to nationalization the challenges that the retail industry faces are...

- **Environmental challenges:** According to the publications by PwC on Global Consumer Insights Survey 2021 – Middle East Findings, 67% of Middle East consumers have become more digital, 56% prefer visiting physical stores, 71% have become healthier during the pandemic and 65% have become more ecofriendly because of Covid-19. There has been a quiet bit of relaxation observed in retail stores and the public during the previous year and this year.
- **Consumer Buying Habits:** Customers have been delaying their purchases or looking for alternatives to save income. They are more tech savvy, well researched, read expert opinions, conduct product reviews, check competitors before buying, and look for a bargain.
- **Increased competition from new entrants:** new players entering the market both offline and online (e-commerce). Amazon being the largest ecommerce company in the Middle East, food retailers like Carrefour, Lulu, Sultan Centre, Al Fair, Spinneys and other restauranters, non-food retailers have transitioned from not just being a Brick and Motor store but enhancing their presence from Bricks to Clicks. The option of Click & Collect has become a way forward for most retailers since the pandemic. Landmark Group were already pioneers in Click & Collect as this was launched before Covid.
- **Lack of Speed and Agility** in responding to a lot of changing trends (e.g. 'Back to School' which key sale event that could have capitalized on Pokémon Go fad; Zara model operating at speed to copy and launch fashion trends) specifically in the present VUCA world where disruptions are the new normal.
- **Localization of Labor** - Nationalization in GCC, in the retail sector specific to KSA, Oman and Bahrain have led to a rise in labor costs. The challenge is to retain good talent and to develop national talent in these regions. Hence, it was imperative for the organization to develop high-potential nationals within the organization and at the same time look out for high-potential expatriates who could be moved between the regions. This was in line with Landmark Group's vision and values, which keeps their employees at the heart of everything that is being done.

Kuwait Market Post COVID-19 & Its Challenges

Short term impact of COVID-19

COVID-19 has forced the government to enforce strict social distancing measures. These measures have not only affected the current state of things but also have deeper implications for the future. The Lockdown affected all retail operations except grocery and pharmacy. All malls and outlets were shut down. Luxury and



Franchise based retailers like Alshaya saw sales decrease by 95% overnight. The government which began relaxing restrictions in phases from June 1 onwards, allowed malls and retail outlets to reopen from August 1. However, even once reopened, luxury and franchise-based retailers are unlikely to return to original sales as customers would be reluctant to spend as before due to the economic slowdown. In addition, the enforced shift in customer preference towards online purchases is expected to familiarize new customers, who are likely to stick to online modes of purchases.

Labor availability has also become a key challenge for the retail sector as many migrants have moved back to their home countries. Kuwait heavily relies on expats for labor and many of them could be retrenched to cut employee costs. However, hiring them back when malls reopen again would be a difficult task if the expats do not return from their home countries. Additionally, Kuwait's cabinet has approved the bill to add quotas to limit the maximum number of expats from a single country. As certain nationalities like Indians are much more prevalent than others, dislocation of labor will cause near term disruptions that will extend the pain for the retail sector.

Even after normalcy resumes, customers would be unwilling to spend as they did pre-crisis once things come back to normal due to the economic impact of the pandemic. The general slowdown of discretionary spending will be a pain point for retailers to contend with for the next few years. Retailers of essential goods would be in a much more comfortable position compared to luxury and discretionary product retailers. Retailers with robust infrastructure to fulfil online orders and pure e-commerce players could be longer-term beneficiaries, placing a greater emphasis on the shift towards a flexible multi-channel retail model.

Outlook

Favorable demographics, rise in population and a strong growth trajectory in tourism, and high per capita income are expected to favor Kuwait's retail sector in the long-term. However, the landscape will witness a material shift in the near term due to COVID-19. Retailers need to absorb the short-term pain and modify their business models to reach out to online customers as well. Brick and mortar retailers still have scope as several customers in selective segments like apparel and furniture still give preference to factors like look and feel. However, they will also have to diversify their distribution channels to support e-commerce. Competition from hypermarkets is expected to increase over the years to come as consumers increase demand for foreign brands and lifestyle alternatives. As more and more consumers turn towards online shopping, retailers will need to focus more on these

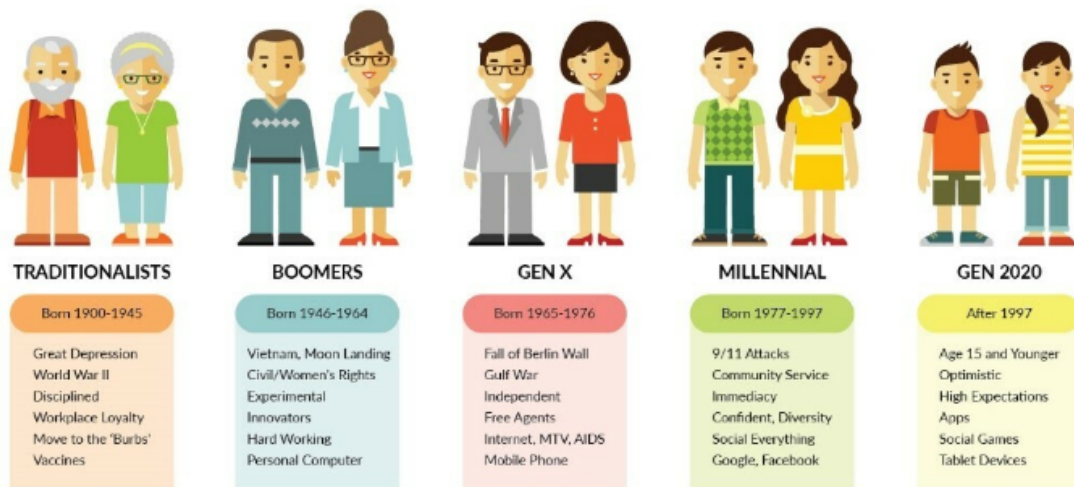


platforms with increased efforts to integrate them into their customer experience models to avoid losing out on a wide customer base.

The Success story of Gen Y or Millennials in GCC Countries

Before getting into the details will share you the snapshot of the generations classified further in the document

Five Generations Working Side by Side in 2020



Definitions of 5 generations as mentioned above for the reference and guidelines. Our main scope of people in Boomers – Millennials.

Who is Generation Y?

Generation Y (Gen Y) is defined here as the group of people aged 30 years and under. This generation has been written about and researched for several years now, and there has been much publicity about how widely different it is from those which have gone before. Much of the media coverage of Gen Y has focused on character traits which have shown them in a negative light, as disenfranchised, antisocial technophiles with short attention spans and poor communication skills.

Media articles therefore tend to focus on how to motivate young people and how older generations can adapt to Gen Y. However, the reality is far more complex. Gen Y has now settled into the workplace, so it is interesting to see the trends that have emerged over the last decade.

Overall, there is a consensus that Gen Y:



- has grown up in a very different environment to previous generations
- comes to the workplace with different skills
- is motivated by different things
- thinks differently about learning and development
- approaches work relationships differently.

It is essential for organizations around the world to learn more about Gen Y and understand its expectations of work. The common trends that are appearing in both this generation and the workplace require attention and analysis, because, importantly, the members of Gen Y are the managers and leaders of the future. It is important to recognize that Gen Y is not a group of homogenous clones. It is made up of individuals with a wide range of skills and behaviors. This, and all other research into Gen Y, demonstrates general trends and highlights key areas for discussion. It is up to individuals to apply this information in their own workplace context and with their own colleagues.



Figure 1: Key findings

Source: Macrothink Institute

Baby Boomer or Gen X Characteristics

Baby boomers are an integral part of the workforce in various industries. They share certain characteristics and core values, which may differ or relate to those of other generations. Learning these characteristics can help you understand how to develop a working relationship with members of this generation. In this article, we define the baby boomer generation, outline their characteristics, and explain how to work with them.



- Strong and focused work ethic
- Independent
- Competitive
- Goal Oriented
- Resourceful
- Value Relationships
- Enjoy quality & excellence!
- Self-Assured

Because of their upbringing, baby boomers value hard work and dedication to the job. They believe in demonstrating professionalism in how you dress, interact with others, and follow systems and rules. Millennials and Generation Z individuals are more flexible in the work environment. Navigating these different mentalities may be challenging, but understanding how each generation works can help develop a suitable collaborative environment where everyone is comfortable. (2)

Organization Alignment with the program

The Landmark Group is founded on four key pillars that assist each employee in alignment. As an employer, the organization is committed to fostering exceptional value for all its employees, reflecting the core mission of the Landmark Group.



Statement

#PartneringInGrowth



As mentioned above 4 main pillars of Landmark Group values the theme that is taken into consideration of the program is #PartneringInGrowth “Cares”



Landmark Group cares:

Under this pillars Landmark Group Cares there is corporate social responsibility activities and Diversity Equity Inclusivity activities (within the organization)

Landmark Group CSR Activities Focus:

Landmark Group’s Social Initiatives primarily focuses on Preventive Healthcare. The Group today has a strong advocacy, screening, and outreach programs for non-communicable diseases viz. Diabetes, Hypertension, Anemia, Cardiovascular Diseases through their Get Active, Life Ahead & Beat Diabetes programs. Along with this, Landmark Group also carries out various initiatives for children in Government schools, towards providing nutritious meals and improving quality of education.

Partnering through reputed and esteemed health care organization with social responsibilities Landmark Group takes care at the best possible for a change as a community.

		<h1>CSR Partners</h1>



Landmark Group D.E.I Activities

Though as an organization Landmark Group still in the process evolving every year in terms of Diversity.Equity.Inclusivity

- We started with recruiting and building the women into the organization and people from different nationalities, below snapshot is for the reference as on December,2023.



We have a diverse workforce of

48,000+
employees from over

88
nationalities

32%
of whom are women

Landmark Happiness Movement

The Landmark group Happiness movement initiative was initiated by Ms.Nisha Jagtani-Group Director-People.

The aim is to reinforce the values such as passion, speed, simplicity, ownership, and entrepreneurship which form the core foundation of groups philosophy. **(3)**



Happiness Logo



The D.E.I. brand image promoted by the Landmark Group is presented to all new joiners, highlighting the expected behavioral traits to be demonstrated throughout their tenure. Additionally, the group supports the integration of these traits into job roles within the workplace.

Overview

Landmark Group, Kuwait

Let's look at the job roles in Landmark Group and understand which roles are to be critical and before that, a sample snapshot of an ideal store hierarchy.



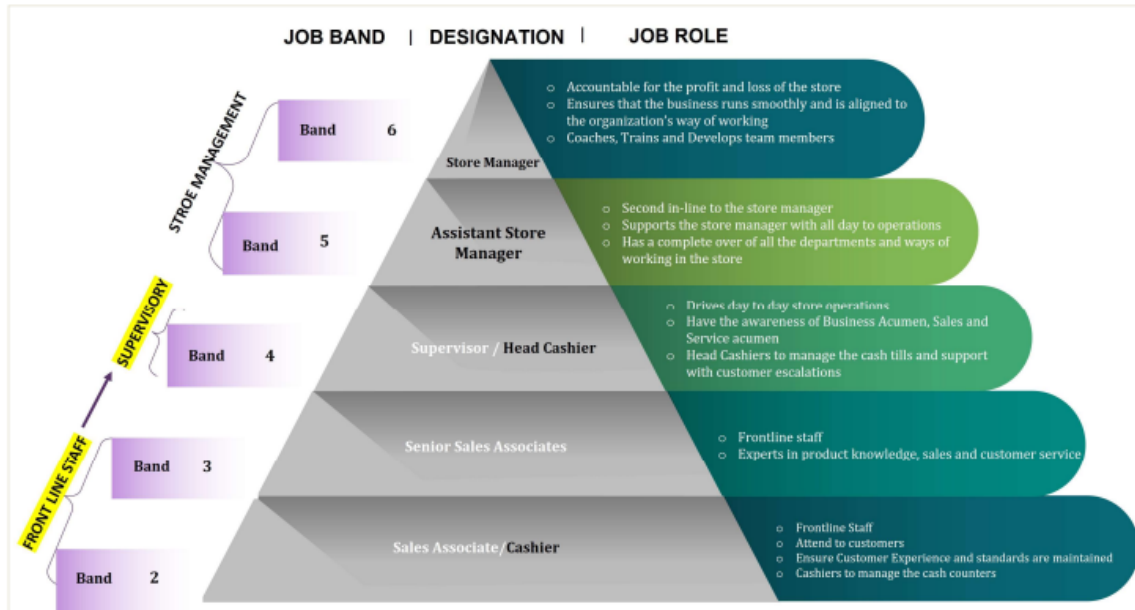
From the above, the target audience of this program is Store Manager role.

In a retail brand at Landmark Group, the hierarchy followed is the Sales Associate, Sr. Sales Associate, Supervisor, Department In-Charge, Operations In-Charge and Head Cashier are directly reporting to Store Manager and the Cashier reports to the Head Cashier. The Store Manager reports to the Area Manager and the Area Manager reports to the Brand Manager. In the absence of an Area Manager for a brand, then the Store Manager reports to the Brand Manager directly.

The challenges in the Kuwait Market post COVID and sudden inundation of brands helped to hire the people predominantly from global. Due to the exodus during COVID and for many other reasons related to it, Kuwait Landmark Group managed to get visas for the market expansion planned for the entire business financial years upcoming and foreseeing the market share to be achieved.

Talent Acquisition role

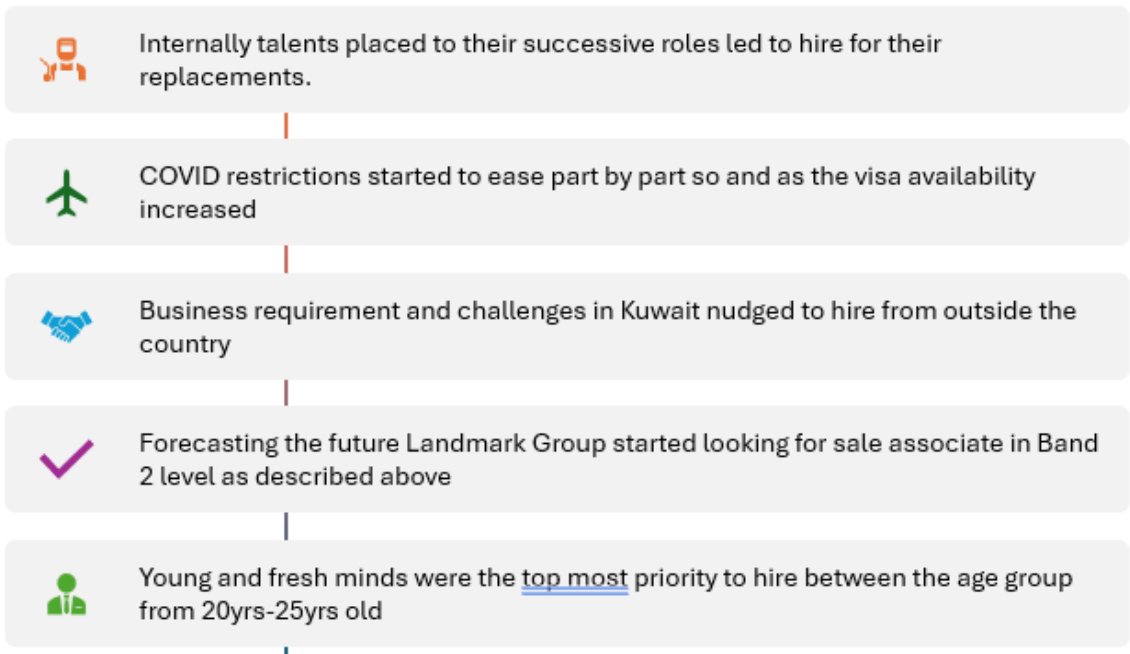
This insight will help to understand why these job roles are critical, let's take a to look at the talent acquisition elements to consider during recruitment.



The need of expatriate workforce

Post covid the market was blooming, and many international brands came into the market in Kuwait, Landmark Group here had a tenured workforce with better hands-on experience in getting the tasks done more efficiently. The organization had to also ring-fence high-potential expatriate workforce and had to keep them engaged or Fast track talent. Landmark Group having its presence in other parts of the middle east like Qatar, Oman or UAE were leveraged to absorb the high-potential expatriate workforce when the need arises. In the meantime, the business continues to operate major expat workforce by ensuring that the consistent business operational efficiency.

Will link the need of the program origin point which sparked Landmark Group Kuwait with an urge to implement it part by part to the target audience emphasize that this is the need of the hour in change management.

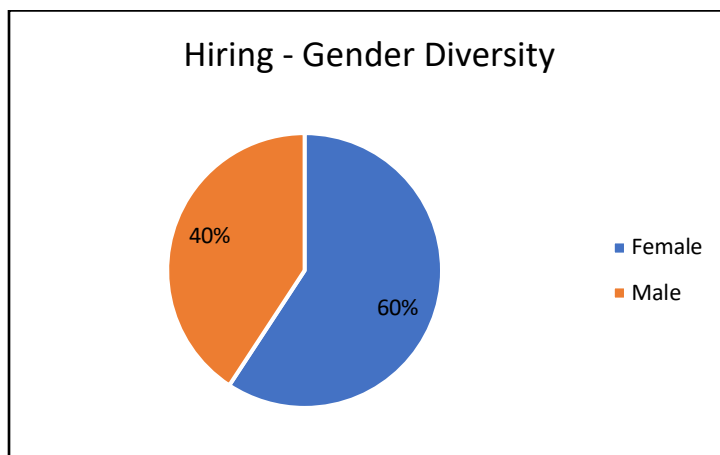


The influx on more Millennials and GenZ into the workplace has triggered the program to approach and delegate tasks to them in a different way by the store managers.

Business Goals and Learning Program Objective:

Landmark Group in Kuwait specific set of business goal with respect to every financial year (1st July- 30th June) under these one of the two major goals that incorporated in R.E.D program is as mentioned below.

- **Women empowerment-** Recruitment focus more on the female ratio which take the pride in recruiting over all 40% female employees till date as per the target.



- **Creating a respectful workplace-** This emerged the opportunity to ensure R.E.D program plays a vital role for all the employees in equity.



R.E.D Objective and Achievements:

1. Understand Generational Differences:

- Define and recognize characteristics and values associated with the Baby Boomer and Millennial generations.
- Identify common misconceptions and stereotypes about each generation.

2. Recognize Impact of Generational Diversity on the Workplace:

- Analyse how generational diversity influences communication styles, work preferences, and attitudes toward authority.
- Assess the potential benefits and challenges of managing a multi-generational workforce.

3. Develop Empathy and Perspective-Taking Skills:

- Cultivate empathy by exploring the experiences and perspectives of both Baby Boomer managers and Millennial employees.
- Practice active listening and perspective-taking techniques to bridge generational divides and foster understanding.

4. Enhance Communication Strategies:

- Explore effective communication methods tailored to different generational preferences, including face-to-face, digital, and feedback mechanisms.
- Develop strategies to adapt communication styles to better engage and motivate Millennial employees while maintaining respect for Baby Boomer managers' preferences.

5. Foster Collaboration and Team Dynamics:

- Promote teamwork and collaboration among Baby Boomer managers and Millennial employees by leveraging their diverse strengths and experiences.
- Implement strategies to encourage intergenerational mentoring and knowledge sharing to enhance professional development and mutual understanding.

6. Adapt Leadership Styles:

- Evaluate traditional leadership styles commonly associated with Baby Boomer managers and assess their effectiveness in managing Millennial employees.
- Explore alternative leadership approaches, such as coaching, empowerment, and flexibility, that align with the preferences and expectations of Millennial workers.



7. Embrace Technology and Innovation:

- Emphasize the importance of embracing technological advancements and innovation to meet the evolving needs of Millennial employees and remain competitive in the digital age.
- Provide training and support to Baby Boomer managers to enhance their digital literacy and confidence in utilizing technology for communication, collaboration, and productivity.

8. Cultivate a Culture of Inclusion and Respect:

- Foster a workplace culture that values diversity, inclusivity, and mutual respect across generations.
- Address generational biases and stereotypes through education, open dialogue, and shared experiences to create a supportive and inclusive environment for all employees.

9. Measure Progress and Continuous Improvement:

- Establish metrics and feedback mechanisms to assess the effectiveness of management strategies in bridging the generational gap.
- Implement a process for ongoing evaluation, reflection, and adaptation of management practices to meet the evolving needs and expectations of both Baby Boomer managers and Millennial employees.

10. Develop Action Plans for Implementation:

- Create personalized action plans for Baby Boomer managers to implement newly acquired knowledge and skills in effectively managing Millennial employees.
- Identify specific goals, milestones, and accountability measures to ensure successful integration of generational management strategies into daily practices and organizational culture.

Technology that helped to conduct the Gap Analysis:

Approximately a year ago, in June 2023, the Landmark Group introduced an outstanding artificial intelligence-based chatbot application. This comprehensive solution was designed to address employee grievances effectively. Before the introduction of this application, the company had various mechanisms in place such as a grievance team, a 24/7 listening helpdesk, and a whistleblower desk. However, this new application enables employees to submit their concerns anonymously through a brief description, enhancing confidentiality and ease of communication.



- **Milestone Survey-** This survey automatically triggered to the employees every year work anniversary, checking their mental well-being, work life balance and inputs to make the organization better.
- **Onboarding Survey:** This survey automatically triggered to the new employees as about the onboarding experience and current state of mind at the workplace.
- **Mood check Survey (Anonymous):** This survey automatically triggered with standard questions but customizable check the employee's actual opinions about the organization and allow them to speak open heartedly.

This mood check is the most significant survey which helps to improvise on the future way forward for the R.E.D Program.



Snapshot of the tool home page

The feedback provided by Leah, outlined below for your reference, prompted us to carefully consider the details. Sales associates, primarily, have expressed concerns regarding their managers in the workplace. These concerns include issues with task delegation, inclusivity in decision-making processes, and prioritization of staff from other nationalities. This reflects a perception among the new millennial workforce regarding workplace dynamics.



Follow up to: Have you had one-on-one conversations with your manager covering your role/goals since joining?
 don't think I have ever had one on one conversation with my manager

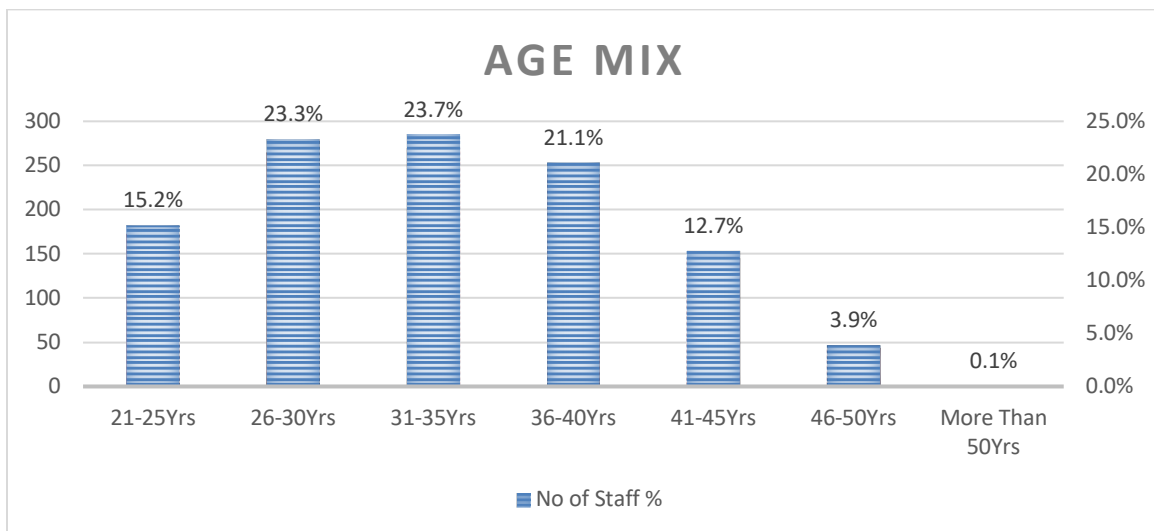
Follow up to: On a scale of 1 to 3, how would you rate your overall mood at work today?
 The store management lack of motivation to the staffs

Follow up to: How satisfied are you with your current role in the company?
 The workload and management along with culture is not good. Too much pressure and unrealistic targets
 Topics: Company Culture, Working Conditions Pressure

Snapshots from the milestone survey which is non-anonymous.

Based on the insights gleaned from the aforementioned excerpts, we have integrated the anticipated role of the store manager into the learning objectives of the R.E.D program. Later in this document, you will find impactful feedback received anonymously from participants' subordinates in post-workshop surveys.

Workforce in Landmark Group Kuwait age mix:



Snapshots of ratio of Baby Boomers/Gen X: Millennials/Gen Z



Generation	Time Frame	Age Now
The Silent Generation	1928-1945	79-96 years old
Gen X/Baby Boomers	1950-1980	44-65 years old
Millennials	1981-1996	28-43 years old
Gen Z	1997-2012	12-27 years old
Gen Alpha	Early 2010s-2025	0-approx. 11 years old

(4)

Earlier discussed the characteristic’s behavior of the mentioned generations.

Drawing connections from the various elements discussed above, the program encompasses the following learning objectives and implementations.

Phase 1: e-Learning*

Phase 2: Workshop (in person) *

Phase 3: DEI Activities at the workplace*

Phase 4: Motivational Tidbits quote on leadership traits*

Phase 5: Dip check via Leah on R.E.D effectiveness*

*The phases recur every FY and in continuum

Phase 1: e-Learning

All store managers and supervisors have received concise briefings via email regarding the objectives of the R.E.D program. They have been encouraged to review the modules assigned on the learning management platform, which provides access to the content from their mobile devices.

The module designated for participants is called First Time Managers (FTM). This engaging session lasts approximately 2 hours and 45 minutes and includes interactive elements, a gamified assessment, and a certificate upon course completion. It serves as the foundational knowledge to address program expectations.

Phase 2: Workshop

Total 61 participants invited in to 4 batches to the workshop that was conducted in person, all has the course completion certificate of FTM, in 6 hours workshops with breaks learning objective were conducted in different ways as mentioned below,

- Theoretical
- Audio
- Video
- Activity
- Behavioral Assessment



- Brand Manager & HR Head speaking about importance of people management that helps self-career development progression.
- Scenarios based Q&A
- Feedback

Phase 3: DEI activities at the workplace

In the R.E.D Program, the focus is solely on action-oriented, results-driven initiatives. Numerous D.E.I activities have been outlined, along with procedures for their implementation in the workplace. Some of these are detailed below

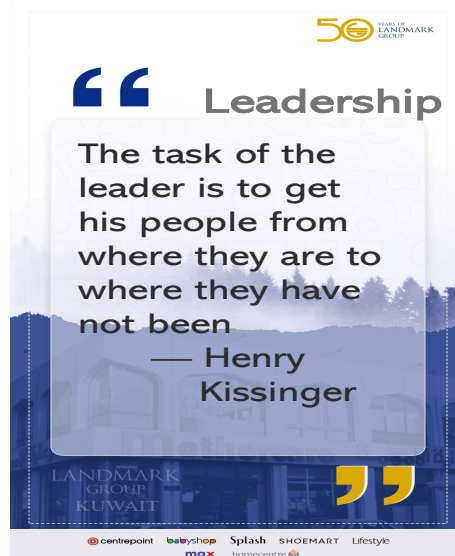
DEI Activities at the workplace



The 'Funbelivable Friday' concept has been introduced to ensure that every Friday includes an energizing activity for all staff members on the sales floor, including third-party personnel. This initiative has been highly appreciated by management and continues to be implemented on a weekly basis.

Phase 4: Motivational Tidbits quote on leadership traits

All participants are connected via a WhatsApp group, enabling us to engage them by sharing daily motivational quotes on leadership traits as tidbits. Here's a sample quote from the template created exclusively for this activity by Landmark Group Kuwait.





Phase 5: Dip check via Leah on R.E.D effectiveness

A survey has been assigned to all subordinates of the R.E.D program participants. By default, only the core Human Resources team has access to view the entire dashboard. Below is a snapshot of the general comments.

What is one process, if implemented at our organization (refers to your respective Concept/Territory/Group function), that will make your work-life easier?

Mentor was train me well

Topics: Manager, New Hires

Organization (refers to your respective Concept/Territory/Group function)?

was supported by different team members in these six months from HR dept to training dept to my managers, area managers concept manager as well as the PR dept in the initial documentation required. Overall the experience has been great and all the respective people mentioned have made me feel valued.

Follow up to: Are you inspired by your team to do your best work?

Yes, I get motivation from my team to do a good job. This motivation arises for various reasons:

- **Positive Environment**: Our team's working environment is positive and supportive, which motivates everyone to do their best.
- **Recognition and Appreciation**: Good work in the team is recognized and appreciated, which motivates to work harder.
- **Clear Goals**: We have clearly defined goals, which keep all team members focused and motivated, including myself.
- **Collaboration**: Everyone in the team supports each other, which encourages tackling challenges and finding solutions.
- **Personal Development**: My team members encourage me to learn new skills and develop personally.

Because of all these reasons, I am constantly inspired by my team and able to produce excellent work.

Note (But I am troubled with such friends who don't listen and don't do the work and don't take their responsibility.)

Topics: Motivation, Team

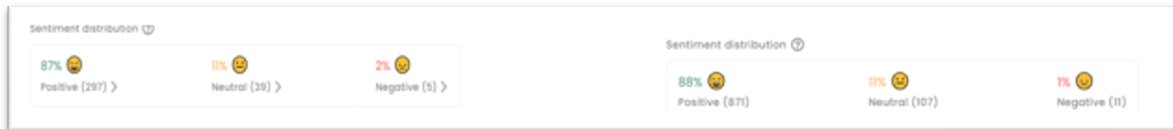
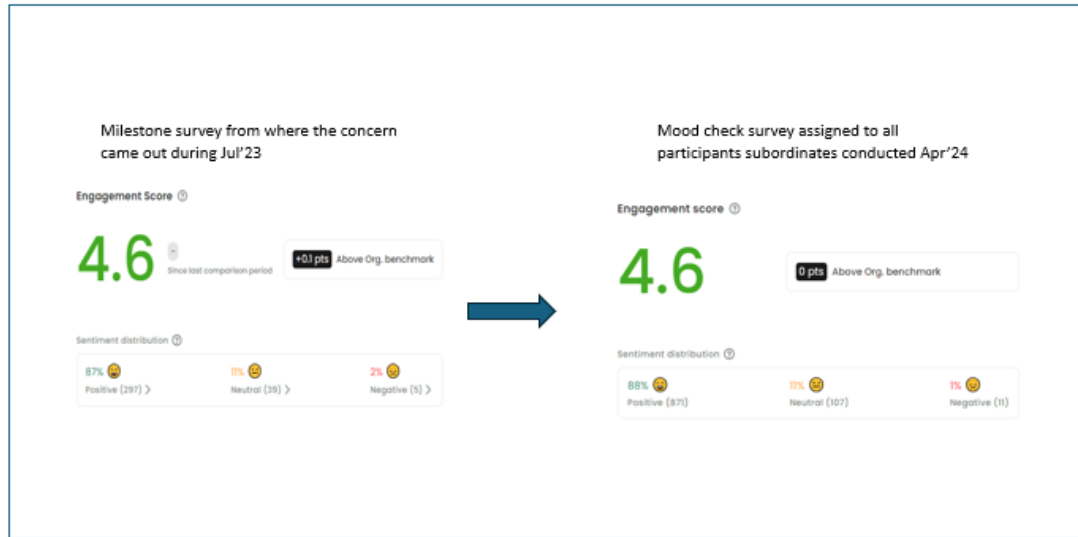
Follow up to: Does your manager recognize and appreciate you for your contributions at work?

When I worked hard my manager recognized and gave appreciation certificates

Topics: Manager, Rewards And Recognition

Snapshots from anonymous survey

Improvement Achieved so far.....



The Mood Check Survey, with its 24-question criteria, provides an overall status rating. As mentioned above, respondents showed an 80% positive response, with a 1% reduction in negative areas. Through the R.E.D Program, we will use the Leah tool annually to measure outcomes. Employee satisfaction at the workplace significantly impacts overall business performance and employee well-being and loyalty.

Design

Organizations diversity, equity, inclusion and belonging goals:

Goals on Women leadership

At Landmark Group, collaboration isn't just a word; it is a cornerstone of our identity. We take pride in being an equal-opportunity employer, with women constituting more than a third of our workforce. In fact, a remarkable 90% of our Emirati workforce are women, highlighting their significant contributions to our organization. However, this accomplishment goes beyond mere numbers. It's about cultivating an environment where diverse voices thrive, women harness their entrepreneurial spirit, and informed decisions are encouraged.



.THE LANDMARK HAPPINESS MOVEMENT – PARTNERING IN GROWTH

Our people are at the heart of our organisation. We are proud to be an equal opportunities employer, constantly striving to employ the best talent from around the world empowering them to take business decisions that positively impact our business

Landmark Happiness Movement, an award-winning people engagement programme was initiated in 2017. The programme was created with the objective of putting our people first and nurturing a happy work environment where every Landmarker feels a sense of purpose, positivity, and pride

In 2021, we refreshed the campaign with a renewed vision that was supported by an enhanced action plan. 'Partnering in Growth' – is about providing the right environment, resources, and leadership to support every Landmarker to take the initiative and grow their career

The four pillars that will drive this movement forward are: Inspire, Innovate, Care and Connect

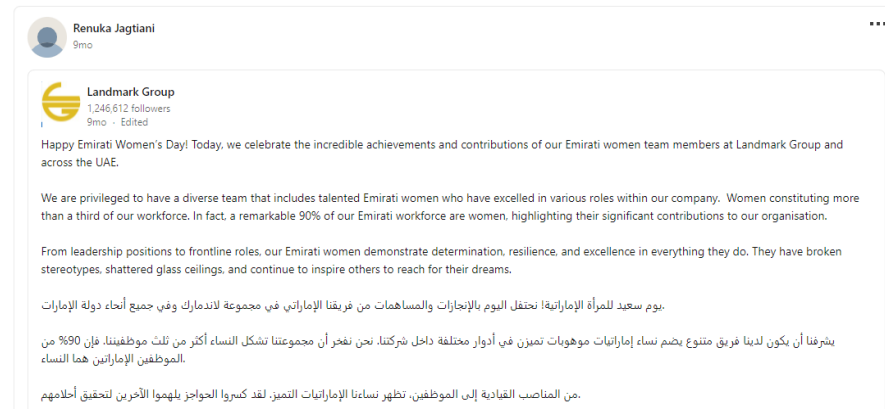


Harnessing the diverse talents and backgrounds within the organization is the focus and represents the groups mission of unleashing teams' full potential.

We take pride in cultivating an environment that actively promotes diversity and inclusivity.

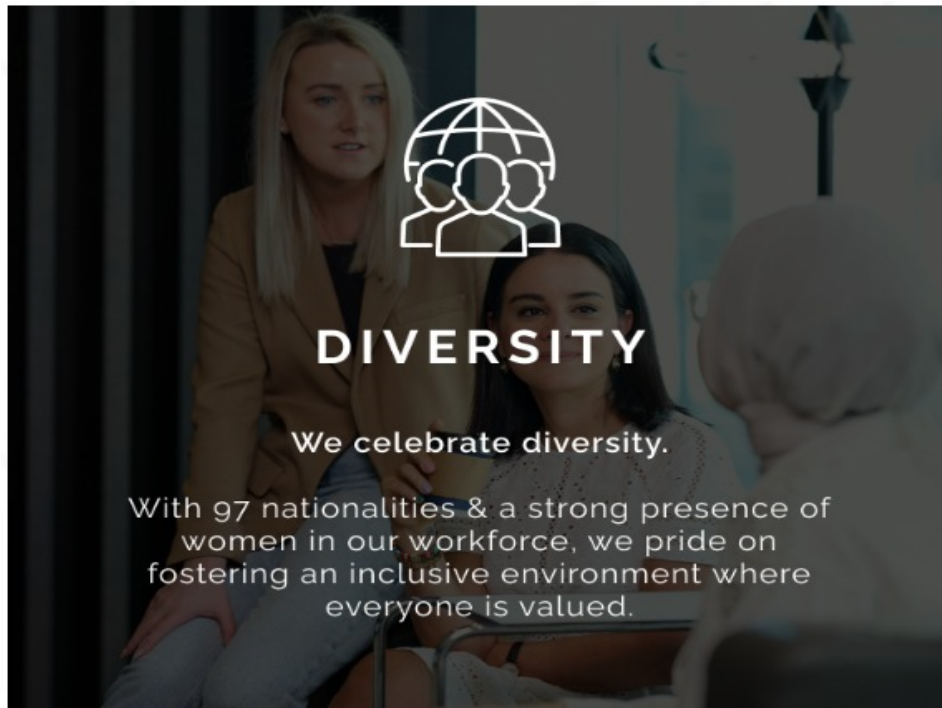


Renuka Jagtiani's Post [Video]



A snapshot of post from Ms.Renuka Jagtiani- Chairwoman, Landmark Group (9)
Landmark Group Culture and benefits:

Partnering in growth with people is at the heart of the organization and proud to be an equal opportunity employer, constantly striving to employ the best talent from around the world empowering them to take the business decisions that positively impacts our business.



Snapshot of organization motto in diversity



L.E.A.D. AT THE WORKPLACE

PROVIDE EQUAL OPPORTUNITY AND VALUE DIVERSITY

At Landmark Group, we respect individual differences and believe in equality while complying with the local Labor Law Regulations and requirements in the country.

We do not discriminate on the grounds of race, religion, nationality, ethnicity, color, gender, age, citizenship, sexual orientation, marital status, or any disability not affecting the functional requirements of the position held.

All our processes embrace diversity and inclusion to make sure we hire, retain, promote, collaborate and partner based on skills, achievement and merit.

We foster an inclusive workplace that brings together people from diverse backgrounds, experiences and capacities.

We value individual expression, ideas, opinions and foster an environment to thrive on trust, fairness and transparent communication.

WE RESPECT PEOPLE OF DIVERSE BACKGROUNDS, EXPERIENCES, ETHNICITIES AND GENDER.

WE VALUE INDIVIDUAL EXPRESSION, CREATIVITY, INNOVATION AND IDEAS.



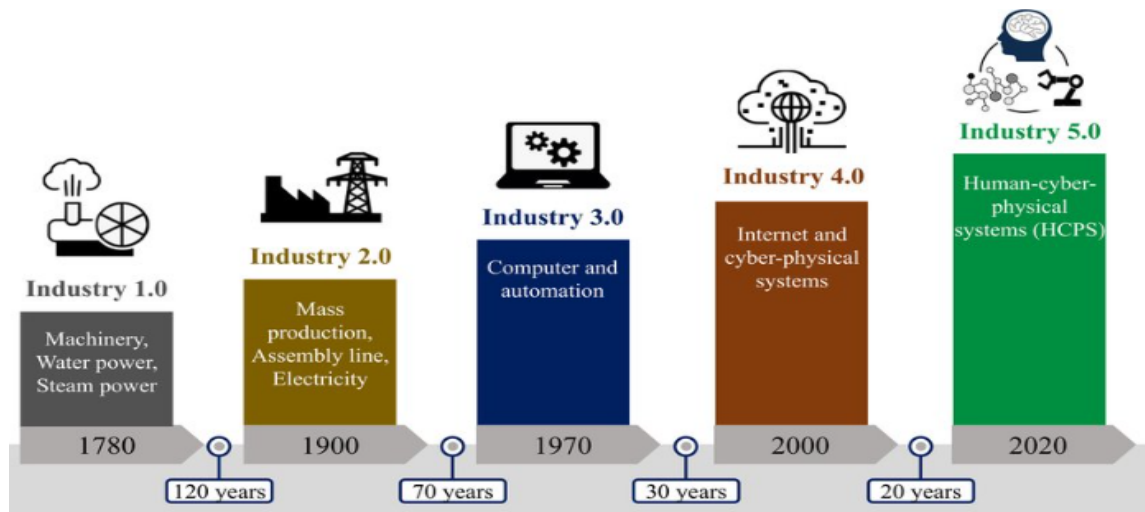
Snapshot of Diversity at the workplace culture as a part mentioned in the code of conduct.

R.E.D program roll out:

Earlier in this document, it has been discussed on the role of Talent Acquisition and the status of the Kuwait market post-COVID to highlight the importance of targeting store managers from retail and supervisors from the warehouse.

Two factors have been considered to develop the participants' mindset on the necessity of implementing this change management. Reference images are provided below.

1st Factor (5)





2nd Factor (6)



Millennials Vs Gen Z in the workplace

Aspect	Millennials	Gen Z
Age range	Born between the early 1980s and the mid-1990s	Born between the mid-1990s and 2010
Technology usage	Grew up with some traditional methods but are tech-savvy	Digital natives as they were exposed to technology at an even earlier age
Communication	Value communication over email and instant messaging applications	Prefer in-person discussions over remote conversations
Feedback	Prefer to receive constructive feedback that encourages them	Don't mind receiving direct feedback.
Work Environment	Enjoy working in a collaborative work culture	Value independence and may prefer to work alone

The above two factors helped set the context and define the program objective. With this foundation, Landmark Group, Kuwait launched the R.E.D program as planned, initially rolling out only the first two phases.



Design Elements of the program:

Phase 1: e-learning

This module has been designed to reach a large number of participants and ensure effective engagement. FTM is a fundamental module intended for managers who are either newly joined or recently promoted within the organization. The core of the module focuses on 'the behavioral characteristics that a manager must exhibit to manage a team effectively.

Since 80% of our managers have been in the same role for over 5 years, the program strongly believes that this module will serve as a refreshing reminder of their past experiences. The module includes the following sub-modules, which collectively cover the entire course in detail:

1. FTM_The Effective Leader_L&G
2. FTM_Building an Effective Conversation_L&G
3. FTM_Performance Conversations / Career Discussion_L&G
4. FTM_Gamified Assessment_L&G
5. Effective Performance Conversations_L&G
6. Effectively Managing Underperformance_L&G

Above submodules each has gamified assessment to ensure the knowledge check and score capture in the back end.

Phase 2: Workshop

All 61 major participants of the program were scheduled in batches and invited to attend with an open mind, reflecting on the e-learning course assigned earlier. Every participant completed the course, and feedback was collected over the phone to improve future courses.

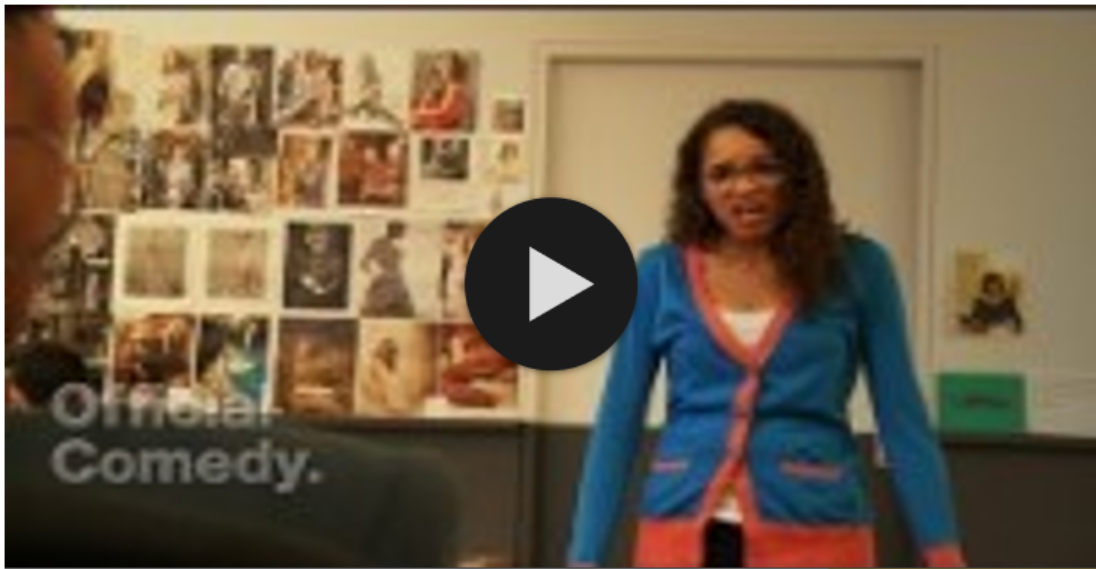


Workshop Design aligning to the key challenges and methodology to implement and overcome:

The need and objectives of the program were described in detail as an icebreaker. Participants were asked an open question about what irks them at the shop, particularly from the perspective of new joiners. Their responses were noted down.

A short video on the current millennials workforce behavior has played to give the essence of the actuals and with more relatable examples.

Millennials



Snapshot of the video played

To maintain an energetic atmosphere on the shop floor and start the day with enthusiasm, it is recommended to conduct an energizer activity at least once a week, preferably on a day with high employee attendance.



Demonstrated on how to conduct an energizer at the shopfloor to the managers.

Participants has been requested to do this energizer during Friday/Saturday every week in the morning since in GCC retail this is the peak trading day.

For energizer below points to ponder before conducting was the main design of the program.

- To be conducted only by any of the participant of R.E.D Program
- Time duration not more than 15mins
- Ensure all the employees participate in the activity including the third-party employee.
- Clearly brief the game instructions.
- Ask for the clarity of the instructions.
- Conduct and ensure not biased during the announcement of winner.
- Justify the winning person/team.
- Debrief the learning, collect the responses from the participants first.

In addressing the sensitive topic of equity, it is essential to discuss its definitions and explore how store managers and supervisors can overcome challenges, particularly when facing demeaning or negative feedback despite fulfilling their roles effectively.

This program necessitates presenting the other perspective to help participants overcome the challenges they encounter, as depicted in the snapshot provided for reference.



What should I do when my staff don't respect me?



Checklist provided in the workshop to ensure they adhere to the Equity actions learnt and has being followed. Mentioned below are the activities to be exhibited by the store manager or supervisor.

- Assess your own behaviour -- Take Feedback in private – Do this ‘Quarterly’
- Communication – One on one -- Every month
- Task delegation – Who, what, Why –Rotate if required -- Weekly
- Methods – Tell, Show, Do – During any assignments of tasks.
- Sharing Knowledge – Anything related to store –Daily 15–30min
- Walk with a Talk – Floor/Tea – During any of your tea break in a day.
- Positive comments Infront of all, areas to improve in private.
- Body Language – During Briefings
- Set Example – Following Above

Better Up (7):

Followed by the above checklist this program is designed to describe to them **what they think about themselves vs what they are actual.**

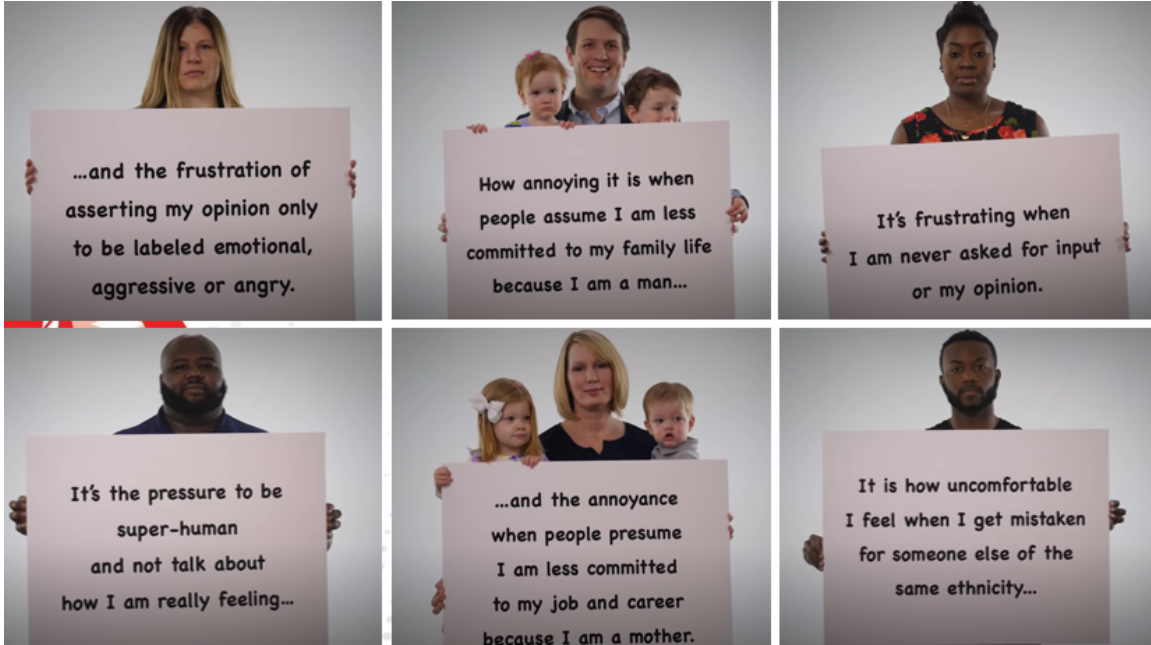
A quick 5 minute behavioral assessment (link mentioned in the annexure) has conducted and report has been shared to the individuals

Diversity is strength: (8) (link described in the annexure)

Linking the characteristics of millennials and Gen Z underscores the significance of diversity and how the activities will influence the shop floor and contribute proportionately to achieving the business goals.



Showing the actual feedback received in the milestone survey explicitly to the participants as mentioned below and the activities can be implemented.



DEI Activities at the workplace

- | | |
|---|---|
| Take The Privilege Walk | Do The Diversity Briefings |
| Money In The Jar | Diversity and Inclusion (D&I) In Flower Petal |
| Let Your Art Do The Talking | Put Up The Snapshot Board |
| The Win-Win Condition Of Disability Inclusion | When's The Happy Hour? |
| I Am... But I Am Not... | Post The Story-Links |
| Word Association Word Clouds | Dish-To-Pass Potluck |
| Pair And Share | Mini Events |
| Invite Guest Speakers | Follow The Diversity Calendar |
| Quote Of The Day | A Look At The Book |
| Rotate Meeting Leads | Step Apart, Step Together |

Funbelievable Fridays:





As describe in the earlier section about energizer below instruction related to the program concept launched.

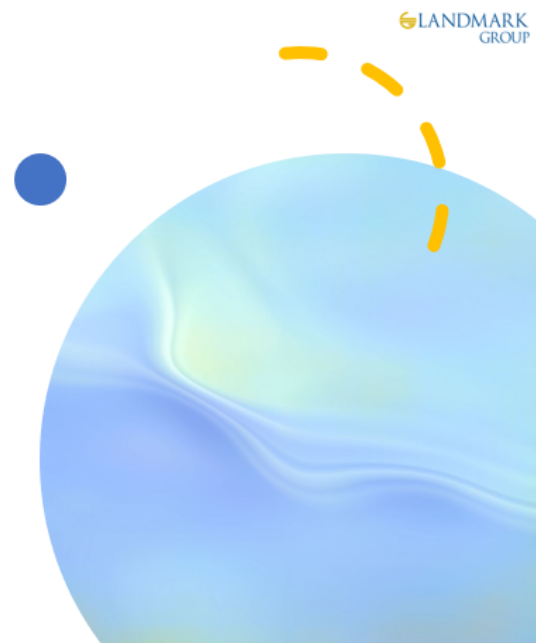


- Every Friday the store manager/supervisor has to conduct any activity/exercise successively. Kindly rotate the schedule amongst participants of R.E.D program.
- The theme must be based up on the teambuilding/teamwork/equality/motivation
- Activity should be within 10mins. Ensure to conduct in the morning/afternoon.
- Takeaway of the activity to be communicated by the facilitator only
- Must share the pictures and a two 30 second video of instruction & debrief of the game to HR.

Workshop conclusion:

Impact survey

-  Anonymous NPS Survey through Link will be shared
-  Random staffs will be chosen with customized questionnaires
-  With respect to the scale and comments the result will be actioned by HR
-  Any comments from staffs or futile, it will not be taken into consideration without through inquiry



Impact snaps described earlier of this document. Above is the reference from workshop how it has been designed to the participants of the R.E.D program for the implementation

Delivery

Impact of the program on the learners from the learning design:

e-learning impact:

The first time managers module comprises of 8 courses that offer the insights as per below mentioned for the participants in the R.E.D program.



1. FTM_The Effective Leader_L&G: This course offers the participants on the insights to be a leaders for the staffs at the shopfloor. Effective leadership is the ability to successfully influence and support a team or group of people. It's important to point out there's much more to effective leadership than just delegating from the top.
2. FTM_Building an Effective Conversation_L&G: In this course insights on the framework to be followed has been mentioned as below,
 - ✓ Clarify purpose and strategic intent.
 - ✓ Explore critical issues and questions.
 - ✓ Engage all key stakeholders.
 - ✓ Skillfully use collaborative social technologies.
 - ✓ Guide collective intelligence toward effective action.
 - ✓ Foster innovative capacity development.
3. FTM_Performance Conversations / Career Discussion: Managers need to remain up-to-date with employee progress in terms of objectives and SMART goals. The more frequent the performance discussions between the supervisor and employee, the more relaxed, open, and honest the employee will be with regards to goal progression and possible obstacles.

7 key impacts of the conversation would be mentioned as follows;

- Objectives with SMART Goals
- Mutual feedbacks can be shared
- Required skills and strength utilized?
- Mental well being
- Managerial help and support
- More approachable
- Improve level of confidence

4. FTM_Gamified Assessment_L&G: A quick assessment on the above learnings is done here by the participants of the R.E.D program. The score is out of 100 as 10 questions carry 10 points each and allows them to verify if there are any wrong answers chosen.

All the questions are scenario based on the above insights provide in the module. Minimum 80% score given to achieve and 2 attempts provided, if failed then entire course has to be taken again until the gamified assessment score achieved by the participant minimum 80%.

5. Effective Performance Conversations_L&G:



Performance conversations are essential to helping employees reach their full potential and fostering strong relationships within the workplace. These one-on-one discussions allow managers and employees to engage in active listening, personalized professional development, and rapport-building.

- Meaningful check-ins
 - Staff embraces the accountability for performance improvement.
 - Provoke to ask right question and directing towards a meaningful goals
 - Transparency between both the manager and the sales associate
 - Gives a room to provide honest feedback
 - Helps to understand the notable achievements over the past performance
6. Effectively Managing Underperformance_L&G:

Effectively managing underperformance is crucial for maintaining team productivity and morale. This module has given the insights on below mentioned.

- **Identify the root cause:** Understand why the underperformance is happening. It could be due to lack of skills, unclear expectations, personal issues, or something else.
- **Set clear expectations:** Make sure your team members understand what is expected of them. Clearly outline goals, timelines, and quality standards.
- **Provide regular feedback:** Don't wait until a formal performance review to address underperformance. Offer constructive feedback regularly, focusing on specific behaviors or outcomes.
- **Offer support and resources:** Determine if the underperformance is due to a lack of resources or training. Provide necessary support, training, or resources to help the employee improve.
- **Encourage open communication:** Create a safe environment where employees feel comfortable discussing their challenges and seeking help.
- **Establish a performance improvement plan (PIP):** If underperformance persists despite efforts to address it, develop a formal PIP with the employee. This plan should outline specific goals, actions, timelines, and consequences for not meeting expectations.
- **Monitor progress:** Regularly check in with the employee to review progress against the performance improvement plan. Provide ongoing support and feedback.
- **Recognize and reward improvement:** Acknowledge and celebrate progress and improvements made by the employee. Positive reinforcement can motivate further growth.
- **Address underlying issues:** Sometimes underperformance is a symptom of deeper issues such as job dissatisfaction or personal problems. Try to



- understand and address these underlying issues to help the employee succeed.
- **Be prepared for tough decisions:** Despite your best efforts, some employees may not be able to meet expectations. Be prepared to make tough decisions, such as reassigning responsibilities, providing additional training, or, as a last resort, termination.

Impact:

- **Improved productivity:** Effectively managing underperformance can lead to increased productivity within the team as individuals meet or exceed expectations.
- **Higher morale:** Addressing underperformance shows that you care about your team members' success, which can boost morale and motivation.
- **Enhanced team dynamics:** By addressing underperformance promptly and constructively, you create a culture of accountability and continuous improvement within your team.
- **Retention of talent:** Employees are more likely to stay with a company where their performance is recognized and supported, reducing turnover.
- **Positive organizational culture:** Proactive management of underperformance fosters a culture of growth, development, and collaboration within the organization.



Snapshot of the course completion certificate provided for participants who completed the course and assessment. This will lead all the R.E.D program participants to come for Phase 2: workshop as discussed earlier in the document.

Workshop Impact



In the phase 2 workshop 61 participants participated as part of the R.E.D program, narrowing it down to the topics covered and follow ups made to drive the program efficiently and impactfully as follows,


- Millennials behaviors at the workplace
- Methodology to conduct energizer.
- How to earn respect?
- Checklist they can help to be in equity.
- Better Up a quick behavior assessment
- Diversity is strength.
- DEI activities at workplace
- Funbelievable Friday




Above points discussed in brief at earlier in this document and will get straight to the other impacts this program intended to create.

Brand Managers are invited to share their experiences regarding adaptability to change management and coping with cultural shocks they encountered. They are encouraged to discuss how they overcame these challenges during their tenure as store managers and the significant impact it had on their roles. The context provided in the invitation to speak is as follows:

- To what extent do individuals play a crucial role in the responsibilities of a store manager?
- The significance of individuals in cultivating one's professional journey.
- The correlation between equitable treatment of individuals and its influence on business expansion.

RE: Respect.Equity.Diversity

 Nikshith Rao
 To: Vineet Goyal; Vivek Kumar Tiwari; Sarfaraz Ahmed; Abhishek Mishra
 Cc: Waheed Ahmed; Parikshat Mehdiratta; Vikas Samota; Sailab Rai; Soni Kumar

 Reply
  Reply All
  Forward
 Wed 11/1/2023 4:

Dear All,

In continuation to the trial email regarding workshops on R.E.D awareness, I need your presence to incorporate your experiences, ideas, and inputs on the schedule and content.

Context to speak:

- How important are people in a store managers role
- Importance of people to groom oneself in their professional career
- Why treating people fairly will impact your business growth

S.no	Employee Number	Employee Name	Date	Time Slot
1	111226	Vivek Kumar Tiwari	6-Nov-23	4:00pm-4:15pm
2	143677	Vineet Goyal	7-Nov-23	12:00pm-12:15pm
3	175244	Sarfaraz	7-Nov-23	4:00pm-4:15pm
4	203361	Abhishek Mishra	8-Nov-23	12:00pm-12:15pm

Snapshot of the mail invite schedule

Detailed description on the checklist provided to the participant during the workshop is mentioned below.

- Assess your own behaviour -- Take Feedback in private – Do this ‘Quarterly’



- Communication – One on one -- Every month
- Task delegation – Who, what, Why –Rotate if required -- Weekly
- Methods – Tell, Show, Do – During any assignments of tasks.
- Sharing Knowledge – Anything related to store –Daily 15–30min
- Walk with a Talk – Floor/Tea – During any of your tea break in a day.
- Positive comments Infront of all, areas to improve in private.
- Body Language – During Briefings
- Set Example – Following Above

Snapshot on following up for quarterly performance review as mentioned in the above checklist. Within the given stipulated timeline 100% coverage of all the staffs done by the respective store managers.

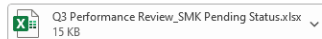
RE: Q3 Performance Review Pending Status



Nikshith Rao

To: Smkmgr Awqaf; Smkmgr Salmiya; smkmgr shuwaikh; Smkmgr Fahaheh; Smkmgr Sulaibikhat; Smkmgr Jahra; Smkmgr CPAvenues; Smkmgr Alrai; Norman Lewis; Asif Shaikh; Roshan Serrao; Abdul Rehman; Flordeliz Belecario; +2 others
 Cc: Vijaykumar Sharma

i You forwarded this message on 4/30/2024 12:44 PM.



Dear Team,

As we are stepping to the final quarter of the **FY23-24**, it is very critical to review the **Q3 performance** of our team members.

Requesting line managers to kindly prioritize and provide a constructive feedback on both motivation and improvement areas to your team.

Due Date: 5th May'24

P.S: For any queries/technical issues in the kindly write an e-mail to @Ashiq raja

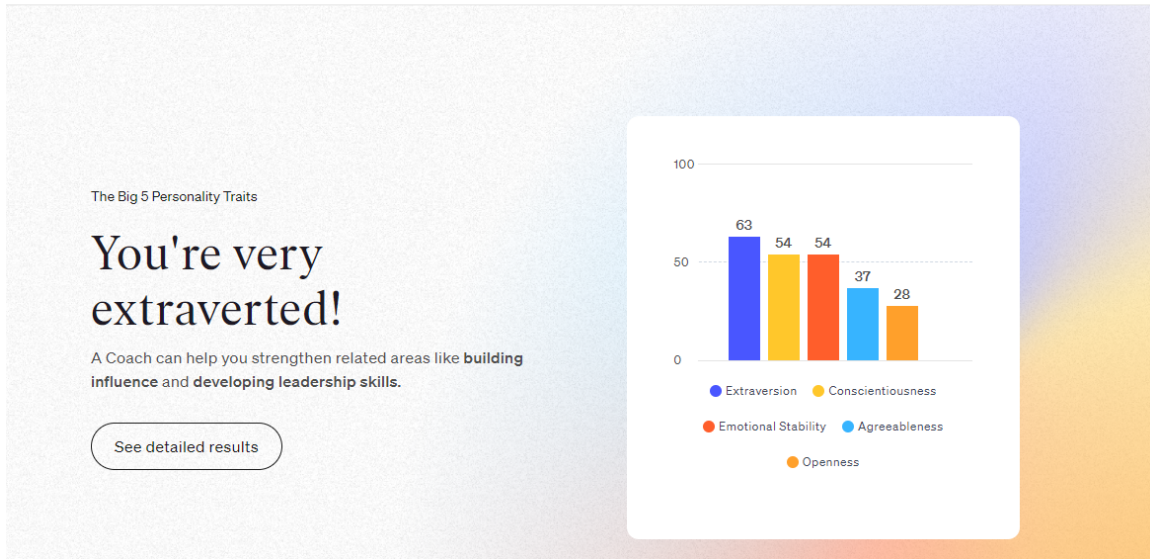
Appraiser Name	Employee has not acknowledged evaluation	Line Manager pending to complete evaluation	Grand Total
Ansari, Mohammed	0	6	6
Belecario, Flordeliz	3	2	5
Gurung, Amardeep	1	0	1
Kathiraval, Anthony Amma	0	3	3
Serrao, Roshan	5	0	5

Better Up:

During the workshop, all participants were provided with a brief behavioral assessment. As discussed earlier in the document, a sample report of a participant is shared below, illustrating how they felt post-workshop and identifying areas requiring development.

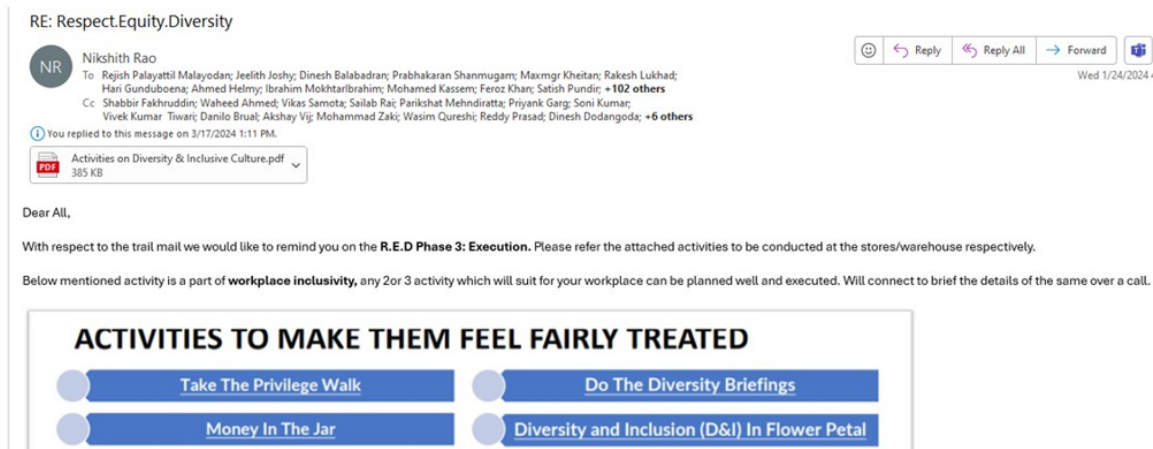


BetterUp



The adherence to Diversity, Equity, and Inclusivity (DEI), as mentioned earlier, received an overwhelming response from the shop floor. Below are glimpses of the step-by-step implementation process,

Snapshot of sharing the mail on the activities to be conducted



Actual description links the describes the each activity to be conducted at the workplace.



ACTIVITIES TO MAKE THEM FEEL FAIRLY TREATED

- Take The Privilege Walk
- Money In The Jar
- Let Your Art Do The Talking
- The Win-Win Condition Of Disability Inclusion
- I Am... But I Am Not...
- Word Association Word Clouds
- Pair And Share
- Invite Guest Speakers
- Quote Of The Day
- Rotate Meeting Leads
- Do The Diversity Briefings
- Diversity and Inclusion (D&I) In Flower Petal
- Put Up The Snapshot Board
- When's The Happy Hour?
- Post The Story-Links
- Dish-To-Pass Potluck
- Mini Events
- Follow The Diversity Calendar
- A Look At The Book
- Step Apart, Step Together

Article Link: <https://blog.vantagecircle.com/activities-diversity-and-inclusion/>

Description link given in the annexure (8) for the above activities.

Funbelievable Friday: Energizer glimpses





In the final phase of the cycle, Landmark Group Kuwait shared a thank-you note with all the participants to maintain engagement and ensure continuity towards the objectives of the R.E.D program.

Sample snapshot of the thank you note mail.

RE: Respect.Equality.Diversity



Nikshith Rao

To: Rejish Palayattil Malayodan; Jeelith Joshy; Abdul Kadir; Dinesh Balabadrn; Prabhakaran Shanmugam; Maxmgr Kheitan; Rakesh Lukhad; Hari Gunduboenā; Ahmed Helmy; Ibrahim Mokhtaribrahim; Mohamed Kassem; +103 others
Cc: Shabbir Fakhruddin; Waheed Ahmed; Vikas Samot; Sallab Rai; Panikshat Mehndiratta; Priyank Garg; Soni Kumar; Abhishek Mishra; Sarfaraz Ahmed; Vineet Goyal; Vivek Kumar Tiwari; Danilo Bruat; Akshay Vij; Mohammad Zaki; +4 others

Greetings Everyone,

Thanks for the participation and completion of the Phase 1:e-learning.

Result of this learning will be fruitful to your managerial skills when the learning is applied.

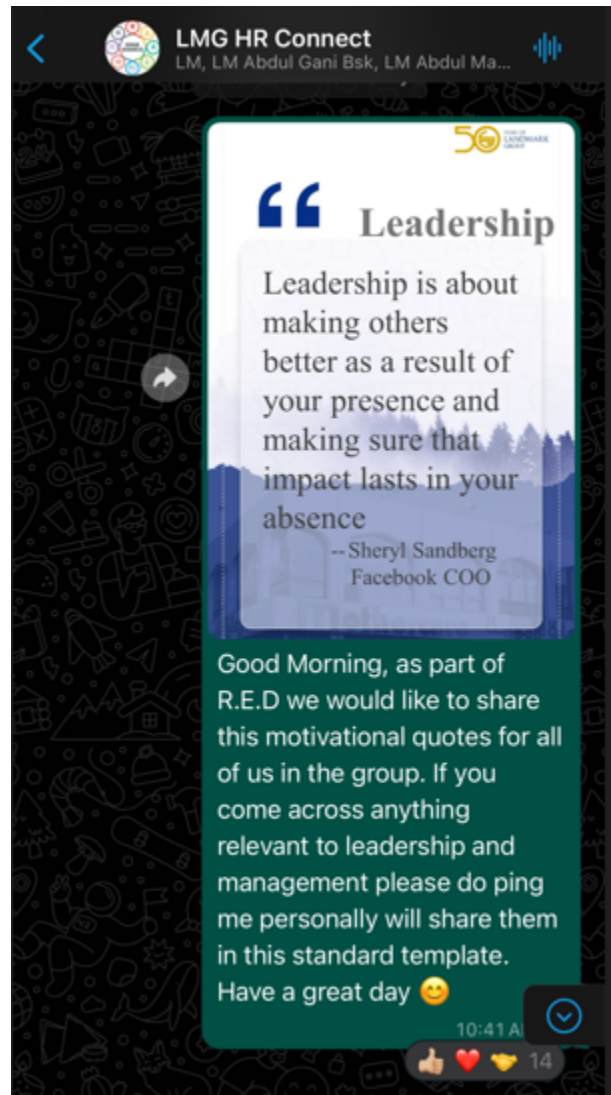


Please write your feedbacks on how we could help you with more effective people management skills and the e-learning.

Motivational Tidbits on Leadership Traits

To maintain engagement and alignment with the learning objectives of the R.E.D program, the Head of HR at Landmark Group Kuwait introduced an engaging initiative: sharing motivational messages highlighting the best leadership traits.

A standardized template for disseminating these messages, in alignment with our business goals of diversity, equity, inclusivity, and belonging, was shared via the official WhatsApp group comprising all store managers and warehouse supervisors. Below is a snapshot for reference.



Measurable Benefits

Catalyzing the business goals through R.E.D program:

e-Learning: The FTM modules helped to achieve desired numbers regards to the knowledge check and implementation guidelines followed by the participants.



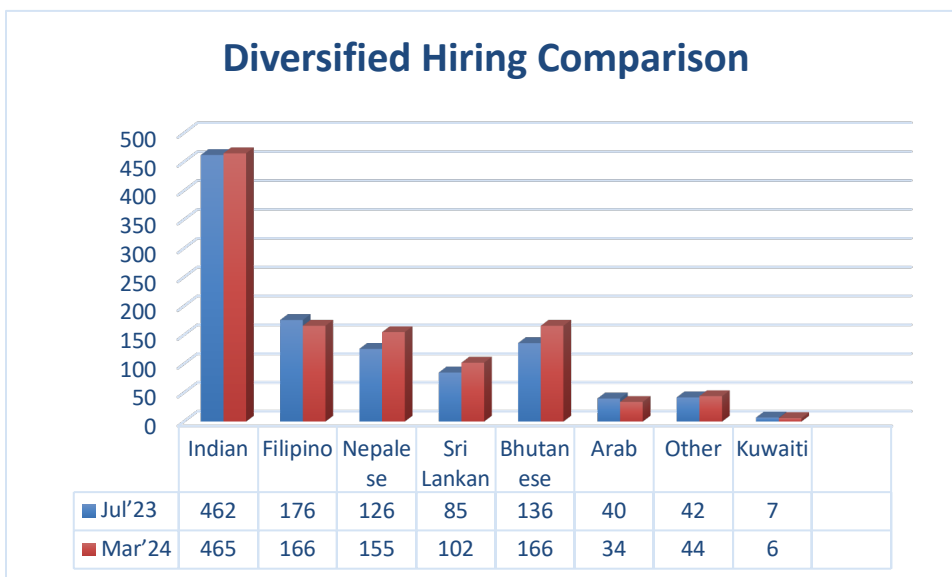
Course Name	Learner's HRMS ID	Learner Name	Designation	Marks Achieved
1024_FTM_The Effective Leader_L&G_BFL	140569	Youraj Anil Kinkhkar	Business Manager	80
1024_FTM_The Effective Leader_L&G_BFL	264950	Sabina Mahurkar	Brand In-Charge	90
1024_FTM_The Effective Leader_L&G_BFL	10210	Prabhakaran Shanmugam	Store Manager	90
1024_FTM_The Effective Leader_L&G_BFL	10210	Prabhakaran Shanmugam	Store Manager	90
1024_FTM_The Effective Leader_L&G_BFL	10426	Asif Shaikh	Brand In-Charge	80
1024_FTM_The Effective Leader_L&G_BFL	10452	Mohammed Ansari	Brand In-Charge	90
1024_FTM_The Effective Leader_L&G_BFL	10504	Suhail Faruqi	Brand In-Charge	100
1024_FTM_The Effective Leader_L&G_BFL	10504	Suhail Faruqi	Brand In-Charge	100
1024_FTM_The Effective Leader_L&G_BFL	10729	Norman Lewis	Brand In-Charge	100
1024_FTM_The Effective Leader_L&G_BFL	10748	Rejish Palayattil Malayodan	Store Manager	80
1024_FTM_The Effective Leader_L&G_BFL	10749	Rohit Ramchandra Niugare	Brand In-Charge	80
1024_FTM_The Effective Leader_L&G_BFL	10762	Pramod Gopinathan Nair	Brand In-Charge	90
1024_FTM_The Effective Leader_L&G_BFL	11066	Roshan Serrao	Brand In-Charge	80
1024_FTM_The Effective Leader_L&G_BFL	11066	Roshan Serrao	Brand In-Charge	80
1024_FTM_The Effective Leader_L&G_BFL	11355	Shanfeer Manikoth	Brand In-Charge	80
1024_FTM_The Effective Leader_L&G_BFL	119173	Satish Pundir	Business Manager	90
1024_FTM_The Effective Leader_L&G_BFL	141553	Mazharuddin Khan	Business Manager	80
1024_FTM_The Effective Leader_L&G_BFL	165607	June Sarabia Munoz	Assistant Store Manager	80
1024_FTM_The Effective Leader_L&G_BFL	179427	Manoj Kumar	Senior Store Manager	80
1024_FTM_The Effective Leader_L&G_BFL	206118	Ateev Karanwal	Brand In-Charge	80
1024_FTM_The Effective Leader_L&G_BFL	208610	Manish Seth	Brand In-Charge	100

Snapshot of assessment score that measured to move the participants to next phase

	Target	Achieved	Achieved %
No.Of Participants	61	61	100%
e-Learning completion	61	61	100%
e-learning knowledge assessment	85%	80%	80%

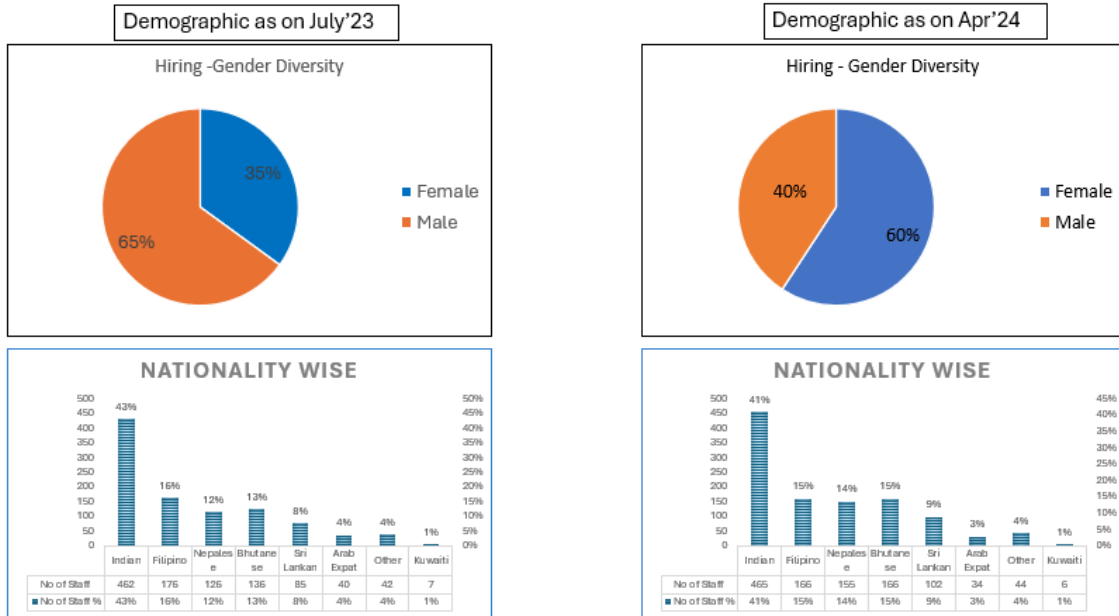
Fostering the diversity culture in talent acquisition that aligns with business goals:

Starting from July '23, Landmark Group, Kuwait initiated a journey to integrate cultural benefits into the workplace. This endeavor began with the talent acquisition team and evolved towards the objective of achieving a more balanced representation of nationalities across the territory.





Despite slow market expansion and lower attrition rates at Landmark Group Kuwait, the recruitment team successfully increased the hiring of individuals from other nationalities across the territory. This shift focused on diversifying hiring beyond Indian expatriates.



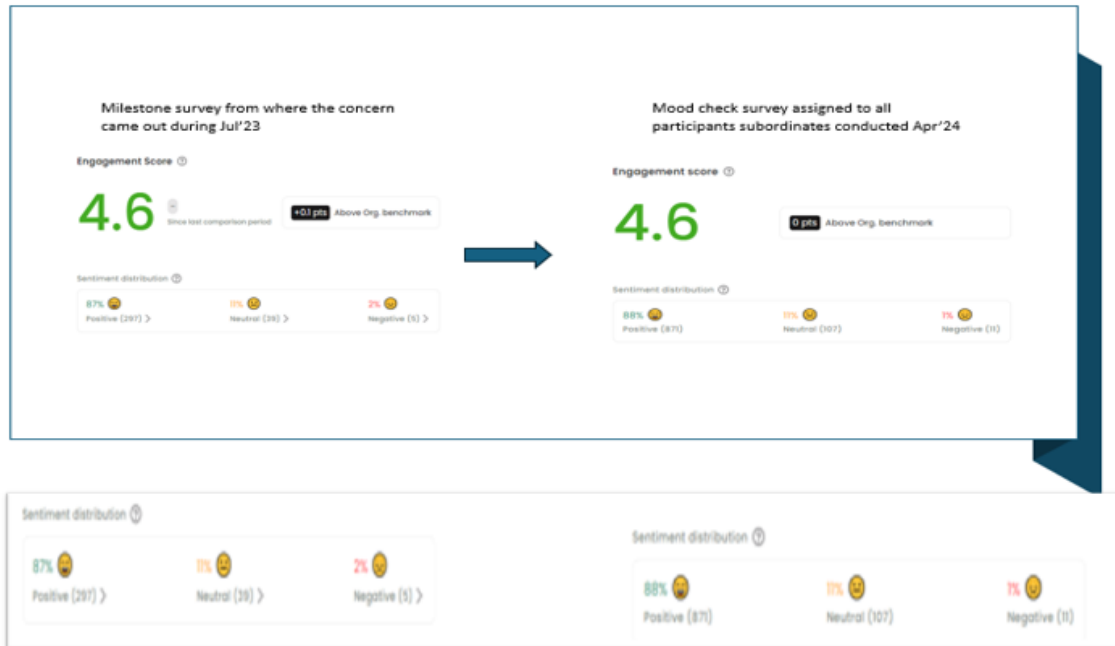
Comparison demographics of nationality wise and gender diversity. (Annexure – 2)

Impact Survey and tool utilized:

The application name is Leena AI, and Leah is the chatbot used at the group level within this organization. Below is a quick snapshot of the survey designed to reach employees through both anonymous and non-anonymous methods.

- **Milestone Survey-** This survey automatically triggered to the employees every year work anniversary, checking their mental well-being, work life balance and inputs to make the organization better.
- **Onboarding Survey:** This survey automatically triggered to the new employees as about the onboarding experience and current state of mind at the workplace.
- **Mood check Survey (Anonymous):** This survey automatically triggered with standard questions but customizable check the employee’s actual opinions about the organization and allow them to speak open heartedly.

The mood check survey holds paramount importance as it aids in refining the future trajectory of the R.E.D Program. It serves to gauge the program's impact and conduct gap analysis for subsequent phases in the years ahead.



Snapshot of the above survey measure has been described as follows for a better understanding.

The engagement score was not the focusing area but to check the ratios of change that will happen like...

- Responses in milestone survey vs Responses in mood check survey (anonymous)
- Impacts on Positive, Neutral & Negative responses in milestone survey VS impact on Positive, Neutral, Negative responses in mood check survey.

How Positive, Negative & Neutral is measured?

Artificial Intelligence technology, programmed to emulate human responses, possesses a repository of statements that automatically categorize input from users into respective categories.

This has the tendency to replicate the entire data metrics into a dashboard format which has been shown above in percentage.

Responses in milestone survey vs Responses in mood check survey (anonymous):



The program was launched in response to concerns expressed by the sales staff regarding their managers. Subsequently, we introduced various initiatives, including e-learning sessions, workshops, DEI activities, sharing motivational tips via a WhatsApp group, and conducting an impact survey. To assess effectiveness, we allocated a six-month duration post-workshop completion, with the results detailed above.

Following the milestone survey, which garnered 287 responses, concerns were addressed, and an impact assessment was conducted post-program launch, involving nearly 1,000 retail and warehouse staff. Received 871 positive responses, indicating a notable 75% increase, while negative feedback decreased from 2% to 1%.

These measurable outcomes mark the conclusion of the first cycle, revealing several opportunities to refine and enhance the workplace environment in accordance with the learning objectives of the R.E.D program and organizational goals, with a primary emphasis on prioritizing staff well-being.

Overall

R.E.D is a program that aligns with the organizational goals of diversity, equity, and belonging. Consequently, its learning objectives are crafted to reflect and support these core goals, while ensuring the execution remains relevant to Landmark Group Kuwait's needs.

Snapshot of over all summary of the program for every element of the R.E.D Program





e-Learning

- Six modules on essential behaviors for firsttime managers assigned to 61 participants.
- With 100% completion and an 80% average assessment score, certificates have been issued to advance to the next phase of the R.E.D Program.



Workshop

- It began with how to conduct energizers, then covered millennial characteristics and earning respect, actions that demonstrate equity, and emphasizing diversity as a strength.



D.E.I Activities

- Participants received notes with 20 best practices to implement
- The goal of **Funbelievable Friday** and how to present it were explained with an energizer during the workshop



Tidbits message on Leadership Traits

- A daily motivational message is sent through the official WhatsApp group to keep all R.E.D program participants engaged.



Gender Diversity in Hiring

- Applying the organization's goals on diversity and women empowerment, Landmark Group Kuwait increased its women population from 35% last year to 40% this year, achieving an overall growth of 5%.



Impact Survey-Leah

The Mood Check Survey, with its 34-question criteria, provides an overall status rating. As mentioned above, respondents showed an 80% positive response, with a 1% reduction in negative areas. Through the R.E.D Program, we will use the Leah tool annually to measure outcomes. Employee satisfaction at the workplace significantly impacts overall business performance and employee well-being and loyalty.

Next steps/outlook for supporting equity, inclusion and belonging through learning.

Our Territory Head Vision



- **Shabbir Fakhruddin,**
Territory Head,
Kuwait Landmark Group

“As a territory, we are committed to reaping the cultural benefits of aligning with Landmark Group's goals in diversity, equity, inclusivity, and belonging. Our organization firmly believes that fostering women's empowerment and creating a respectful workplace for all employees will drive innovation and profitable growth. This will be our primary objective facilitated through the R.E.D program.”



Inspired by the Kuwait Landmark Group Territory Head vision, the organization enthusiastically looks forward to incorporating more elements into the R.E.D program. This initiative aims to enhance diversity, equity, inclusivity, and belonging within Landmark Group Kuwait.

- To strengthen the group's culture of diversity and empower women, Landmark Kuwait aims to increase female hiring from 40% to 45% in this financial year.
- To enhance the engagement score from 4.6 to 4.7 out of 5
- To enhance the management skills of store managers and warehouse supervisors, we plan to bring in a certified external trainer. This will allow us to effectively measure and improve their competencies.
- Implement DEI activities effectively and address the results from the anonymous survey



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With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

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Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.

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