

Leadership

Culture maturity checklists – Leadership

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
People	Culture as a priority	<ul style="list-style-type: none"> – Culture is an item on the Board Agenda – Regular culture working group/steering committee meets to review culture 	→ <ul style="list-style-type: none"> – ExCo reviews culture as standing item on their regular agenda – Investment in culture development reflects the high level of priority
	Leadership behaviours	<ul style="list-style-type: none"> – Leaders are visibly seen to demonstrate the desired behaviours and publicly champion the importance of a high performing culture 	→ <ul style="list-style-type: none"> – Leaders role model behaviours and hold other leaders accountable for the desired behaviours
	Leadership communication	<ul style="list-style-type: none"> – Leaders hold quarterly townhalls to communicate with employees 	→ <ul style="list-style-type: none"> – Leaders regularly hold open door sessions to meet with their employees and have open 2 way communication, listening to a wide number of sources
	Leadership diversity	<ul style="list-style-type: none"> – Leadership act to achieve the diversity commitments of the organisation 	→ <ul style="list-style-type: none"> – Leadership represents intersectionality rather than a single view of diversity and actively demonstrate allyship and awareness
	Leadership responsibility	<ul style="list-style-type: none"> – An advocate is appointed for culture in addition to the HRD/CHRO – Leaders consider Environment, Sustainability and Governance implications in all decisions 	→ <ul style="list-style-type: none"> – All leaders are advocates of culture and embody culture in their work, communicating the purpose of their organisation – All leaders are listened to and diverse voices are heard in decision making

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Policies	Behavioural framework	– Leadership behavioural framework/ expectations are in place and referred to in decision making	→ – Leaders are measured against the behavioural framework that is in place
	Standards of business conduct	– Leadership advocate the Lloyd’s Standards of Business Conduct	→ – Leaders refer to the Lloyd’s Standards of Business Conduct in meetings and include them in communications
	Third parties/ Contractors	– Behavioural expectations are part of the contract with Third parties/Contractors	→ – Third parties / contractors’ code of conduct mirrors the company’s behavioural expectations
	Conduct policy	– Policy enforced with training on what good looks like with clear consequences for violating behavioural expectations	→ – Leaders demonstrate ‘zero tolerance’ for violating behavioural expectations and are coached to demonstrate what good looks like
	Succession planning	– Succession planning is carried out to identify future leaders, based on behaviours and skills, not on tenure or relationship	→ – Quarterly succession planning clearly promotes diversity and inclusion

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Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Processes	Culture monitoring	– Leaders listen to their organisation and review culture on a regular basis	→ – Leaders use assessment tools to review culture progress quarterly
	Leadership development	– Leaders take part in training to develop the desired behaviours	→ – Leaders are trained and coached to be strong people leaders
	Performance management	– Leaders are measured on how they demonstrate the organisation's values and desired behaviours	→ – Leaders' performance review has equal contribution from behaviours and business results
	Remuneration	– Leaders are rewarded in line with how they demonstrate the organisation's values and desired behaviours	→ – Leaders are rewarded as a collective group based on their efforts to drive the desired culture
	Recruitment	– Recruitment evaluation gives equal weighting to behaviours and expertise	→ – The recruitment process has removed bias with positive action being taken to recruit minority groups as well as to promote and retain internal talent

Ethics

Culture maturity checklists – Ethics

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
People	Accountability	– In addition to all leaders having responsibility, an advocate is appointed to champion ethics	→ – A Board/executive member is accountable for the ethical procedures
	Monitoring and reporting	– Effective channels are in place to enable concerns to be raised – Accounts of poor behaviour are closely monitored and acted upon within a stated timeframe	→ – Leaders seek out and listen to concerns, taking comprehensive action to resolve – Learnings from (anonymised) concerns raised are shared widely
	Collaboration	– Employees actively collaborate with each other within their teams	→ – Employees seek feedback at all times to learn and improve ways of working
	Positive behaviour	– Actions are taken to encourage positive behaviour in line with behavioural expectations	→ – Employees regularly share success stories of where people have gone above and beyond what is expected of them
	Decision making	– Decisions are made in line with organisation's values and ethical framework	→ – A feedback loop and review process is in place for decision-making to ensure reflection following a decision – Fair and ethical strategic and operational decisions are made e.g. treatment of customers

Culture maturity checklists – Ethics

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Policies	Conduct	– Conduct and grievance policies are in place – Drugs and alcohol policies are in place – Employee anonymity is maintained during whistleblowing process	→ – Policies are in place to prevent repeat offenders of misconduct from operating in the Market
	Policy awareness	– Relevant policies are clearly communicated to the organisation – Employees are aware of all ethics and behaviour policies	→ – Employees apply the ethics policy to their day-to-day activities, and refer to it in their performance objectives – Ethics policy reviewed quarterly
	Clear guidelines	– Guidelines are written in plain English and employees are able to describe the consequences for inappropriate behaviour and decisions	→ – Employees are able to describe instances of consequences that have resulted from inappropriate behaviour
	Employee support	– Employees are able to access channels for reporting misconduct	→ – Tangible mechanisms/tools are provided (e.g. counselling, helplines, etc.) so that employees can discuss ethical dilemmas and report unethical behaviour without fear of reprimand

Culture maturity checklists – Ethics

	Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...
Processes	Conduct	<ul style="list-style-type: none"> – A confidential grievance process is in place and is adhered to – A technology audit is regularly undertaken to identify any poor behaviours 	→ <ul style="list-style-type: none"> – Physical representation of expected behaviours are displayed in the office to keep behavioural conduct front of mind e.g. values statements, posters, etc.
	People management	<ul style="list-style-type: none"> – Behavioural expectations are provided to employees during the hiring process 	→ <ul style="list-style-type: none"> – Behavioural expectations are embedded into the performance management process and clearly tracked
	Rewards	<ul style="list-style-type: none"> – Unethical acts result in dismissal – Employees who act ethically are publically rewarded for their behaviour 	→ <ul style="list-style-type: none"> – Pay/bonuses are dependent on completion of mandatory ethics training – Promotions are dependent on demonstration of ethics and collaboration behaviours
	Training	<ul style="list-style-type: none"> – Mandatory ethics training is in place, and there are consequences for non-completion 	→ <ul style="list-style-type: none"> – Employees' learning curriculum includes further modules in ethics

Respect

Culture maturity checklists – Respect

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
People	Equal opportunities	– Employees report feeling two-way respect between themselves and their senior colleagues	→ – Employees are provided with equal opportunities across all levels as soon as they join the organisation
	Decision making	– Employees' opinions are invited during decision-making processes	→ – Level does not play a role in remit to make decisions
	Listening	– Employees actively seek contribution from all stakeholders involved in a process – Employees listen to each others' opinions regardless of their position, skillset or experience	→ – Line managers demonstrate respect by listening attentively, considering opposing viewpoints fairly and valuing contributions equally – Leadership team meetings include high potential employees / customers so representative views can be heard first-hand
	Healthy conflict	– Diverse viewpoints are considered and listened to – Individuals are respected when they challenge the status quo	→ – Employees openly challenge all colleagues in a healthy manner regardless of level
	Speaking up	– Employees raise concerns to their line manager	→ – Employees have open and honest conversations with their line managers on a regular basis

Culture maturity checklists – Respect

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Policies	Conflict	– Policies are in place for managing conflict	→ – Conflict is handled by taking the onus off the victim
	Speaking up	– Policies are in place to support employees in speaking up	→ – Line managers are notified and involved in the process when their direct reports raise a concern
	Relationships at work	– Relationships at work policies are in place	→ – Employee welfare is actively considered in ensuring positive working relationships are maintained
	Grievances and disciplinary	– Grievance process is stated, communicated and understood by all, and effectively used by all	→ – There are regular human touchpoints in the grievance process
	Bullying and Harassment	– Clearly stated policies regarding zero tolerance to bullying and harassment	→ – Bullying and discrimination policies clearly address the power dynamics between senior and junior employees

Culture maturity checklists – Respect

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Processes	Communication channels	– Corporate forums have been well established as a channel for employees to share and be listened to	→ – Communication channels are regularly used amongst employees regardless of role, level or skillset
	Hiring process	– The hiring process is seen as being fair across all levels	→ – The hiring process has removed all human bias and is supported by the latest digital tools
	Cross level interaction	– Collaboration platforms are in place across levels of the organisation	→ – A mentoring and reverse mentoring programme is in place between senior leaders and other employees
	Training	– Line manager training is in place	→ – The same quality of training is provided to all employees regardless of their level
	Working environment	– Office environment allows for junior and senior employees to sit together	→ – Offices/virtual offices allow for employees to collaborate across roles

Trust

Culture maturity checklists – Trust

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
People	Accountability and autonomy	<ul style="list-style-type: none"> – Employees are held accountable for what they commit to – Employees are clear on their roles and what they can/can't do 	→ <ul style="list-style-type: none"> – Employees have autonomy but also collaborate to achieve a shared purpose – Decision making autonomy is distributed across the whole team – Leaders align their words to their actions
	Monitoring and reporting	<ul style="list-style-type: none"> – Employees raise grievances without fear of backlash – Grievances are always followed up in a timely fashion 	→ <ul style="list-style-type: none"> – Employees are provided with (formal/informal) tools to raise concerns to their line manger
	Collaboration	<ul style="list-style-type: none"> – Employees actively support each other – Leaders and Employees proactively spend time getting to know each other, building trusting relationships 	→ <ul style="list-style-type: none"> – Cross functional teams are present across the organisation
	Psychological safety	<ul style="list-style-type: none"> – Employees do not fear failure, they feel safe to share innovative and new ideas 	→ <ul style="list-style-type: none"> – Employees ha a mutual trust for each other and do not feel that they have to hide their vulnerabilities or imperfections
	Communication	<ul style="list-style-type: none"> – Employees communicate with their colleagues when they require help – Employee and line manager relationships are open and honest 	→ <ul style="list-style-type: none"> – Open and honest communication is promoted across the organisation – Informal mentors/workplace buddies are in place to allow employees to talk confidentially to someone if necessary

Culture maturity checklists – Trust

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Policies	Flexible working	– Flexible working policies are in place – Remote working policies are in place	→ – Flexible working policies provide employees with freedom over their schedule – Job share policies are in place – Employees are offered home working when they join the organisation, and provided with equipment to make it possible
	Confidentiality	– Clear and confidential escalation policies are in place	→ – Trusted channels are in place for employees to raise questions and concerns
	Tools	– Employees do not have to request access to visit public platforms on work technology	→ – Employees are provided with the freedom to access any digital tool that will enhance their job (budget allowing)

Culture maturity checklists – Trust

	Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...
Processes	Customer relationships	– Customers are treated with fair value and in line with business conduct to build long lasting relationships	→ – Customers receive a tailored and personalised experience depending on their needs and are engaged in regular touchpoints and follow ups
	Conflict resolution	– Visible actions are taken to address violations of expected behaviours – Actions are clearly and transparently communicated across the organisation	→ – Employees are given training and coaching to ensure that they handle conflict in an appropriate and trustworthy manner
	People management	– Employees meet their line manager on a regular basis	→ – Weekly meetings are held for teams to reflect and give feedback in a psychologically safe environment
	Work environment	– The work environment allows for people to communicate and collaborate	→ – Physical and virtual environments are created that encourage employees to experiment and learn from getting things wrong
	Mentoring	– Employees are offered a mentor when they join the organisation	→ – All employees have a mentor and have regular touch points to provide advice and support

Motivation

Culture maturity checklists – Motivation

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
People	Continuous learning and growth	– Employees are allocated time to personally and professionally develop their skills, even beyond their current role	→ – The organisation is deliberately developmental, offering learning and development opportunities to all employees throughout their career
	Innovation	– Innovation is encouraged to improve ways of working and develop new products or ideas	→ – Employees are given the opportunity to be part of initiatives that increase innovation – Employees have the freedom to innovate within their roles
	Knowledge sharing	– Employees are encouraged to share knowledge across teams (e.g. lunch & learn sessions, etc.)	→ – Employees share stories of success to encourage their colleagues
	Coaching	– Line managers encourage and support development and growth opportunities	→ – Line managers and leaders coach their direct reports and peer to peer coaching is encouraged
	Meaning of work	– Employees understand their roles, what is expected of them and what they can achieve	→ – Employees understand the meaning of work and their purpose in line with the organisation's values

Culture maturity checklists – Motivation

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Policies	Inclusion	– Policies are in place to support inclusion and promote an inclusive environment	→ – Networks are established for grassroots communities to meet, build relationships and collaborate e.g. Women’s network, African-Caribbean Network
	Wellbeing	– Wellbeing policies are in place to support and promote healthy wellbeing	→ – Healthy minds policies are in place to support all aspects of wellbeing. Mental, physical, emotional and financial health – Employees are encouraged to take mental health days
	Parental support	– Shared parental leave is offered to employees – Policies are in place to support employees who are returning to work	→ – Leave is offered to adoptive parents and carers – Childcare vouchers are provided to parents
	Health benefits	– Health insurance is offered to employees	→ – Health benefits are on offer and utilised by all employees, and their immediate families

Culture maturity checklists – Motivation

	Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...
Processes	Rewards and incentives	– Employees are provided with incentives in line with their performance results incorporating both behaviour and financial performance	→ – Employees are able to tailor their rewards to suit their specific needs (financial, vacation, personal development, healthcare...)
	Employee recognition	– Employee achievements are recognised within their teams and across the organisation	→ – Employee recognition takes place across the Market and also through industry and business awards
	Career framework	– Career frameworks are developed to enable talent pathways	→ – Employee experience is driven by choice e.g. choice of learning or career pathway
	Training	– Training is available for employees – Learning curriculum is tailored to be role-specific	→ – All employees are encouraged to take allocated time out of their schedule for training opportunities – Personalised training pathways are offered to all employees
	Feedback	– Feedback is given on ad hoc basis by managers and colleagues	→ – Regular feedback is embedded into career pathways

Business decisions

Putting culture at the heart of business decisions

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
People	Customer Centricity	– Customers are put at the heart of business decisions with a customer first attitude taken at all times	→ – Customers receive a tailored and personalised experience depending on their needs and are engaged in regular touchpoints
	Business proposals and propositions	– Proposals and propositions are written and reviewed in line with the organisations values carefully considering the ethical design of products and services	→ – All proposals and propositions take into account the organisation’s culture priorities and Leadership consider the implications on organisation culture
	Strategy planning	– Culture, values and the organisation’s purpose are considered in all strategy planning, understanding the impact of culture on the organisation’s bottom line	→ – Strategy planning is an iterative process that allows a wide range of stakeholders input to ensure that all voices are heard
	Regulator relationships	– Financial governing and regulatory bodies are engaged on a regular basis with an update on progress in light of culture	→ – Complete transparency is provided to the Financial governing and regulatory bodies. They provided with minutes and updates from culture working groups

Putting culture at the heart of business decisions

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Policies	Customer care	– A customer service policy is based on a code of conduct for employees to use for serving customers	→ – Employees are rewarded based on their efforts to maintain customer relationships and the feedback provided by customers in line with organisations values and desired behaviours
	Data protection	– Employees and customers data is protected at all times and strict procedures are followed to rectify any data breach – Consent for data use is always gained and fair usage of data is maintained	→ – A trusting relationship between customers, employees and the organisation means that data is provided upon request
	Fair competition	– Competition training provided to relevant staff	→ – A clear understanding of the dynamics of a marketplace and the firm's role as a part of that market at all levels within the business
	Environment, sustainability and governance (ESG) responsibilities	– The organisations shows commitments to an ESG agenda in ensuring that ESG is an item in every meeting	→ – An ESG framework/guideline is embedded across the organisation and ESG is involved in all business decisions

Putting culture at the heart of business decisions

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Processes	Business funding	– Executives allocate budget to culture initiatives to ensure their success	→ – Investment in culture reflects it's high priority on the business agenda and vision
	Pricing	– The pricing process is transparent and fair for all parties involved	→ – Sophistication of pricing models is appropriate depending on the class of business and best practice for that class
	Claims	– Claims are paid quickly and with transparency throughout the process	→ – Treating Customers fairly and paying due regard to their best interests should be central to a managing agent's decision making and when determining what is or is not acceptable.
	Customer complaints	– Complaints procedure is publicly available on a portal or web page and complaints are handled within 3-5 days	→ – Customers have regular touch points with the organisation during the complaints process, providing greater transparency
	Marketing	– Marketing reflects the organisation's values and desired behaviours	→ – Marketing reflects the organisation's diversity commitments, ESG commitments and is appeals to a wider talent pool than the internal Market
	Internal communications	– Internal communications reflect the organisation's values and evidence that Leaders are aligning their words with their actions	→ – Regular internal communications provide updates on the organisations progress in light of culture, diversity and business performance
	Sales process	– The sales process follows an ethical framework and provides transparency to internal and external stakeholders	→ – The sales process involves regular touchpoints with a wide range of stakeholder to ensure that diverse views and decisions are incorporated

Diversity and Inclusion

Culture maturity checklists – Diversity and Inclusion

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Bold leadership	Leadership accountability	– The CEO is bought into the D&I strategy and visibly demonstrates their commitment internally and externally	→ – Establish accountability and ensure diversity strategy is owned by each leader within the business, with HR as a trusted adviser, not an owner
	Diversity strategy	– Leaders ensure that a diversity strategy is in place that takes in to account Gender, Ethnicity and other protected characteristics under the Equality Act	→ – The organisation shifts away from a single view of diversity to an intersectional view of diversity
	Leadership behaviours	– Leaders hold each other accountable for diversity & inclusion, and call out non-inclusive behaviours	→ – Ensure that ‘inclusivity’ is a required leadership behaviour when hiring or succession planning for leadership
	Diversity as a priority	– D&I is discussed in senior leadership governance forums	→ – D&I is a mandatory item in leadership forums and data is used to track progress and transparency against goals
	Positive action	– Leadership are comfortable requiring some degree of positive action – e.g. 50/50 shortlists, or designing programmes exclusive to specific groups	→ – Leadership are fully supportive of taking positive action and understands the difference to positive discrimination. For example hiring at 80% female at a specific grade where all females hired are the right candidates for the role

Culture maturity checklists – Diversity and Inclusion

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Comprehensive action	Diversity targets	– Diversity targets are in place for gender across the organisation	→ – Diversity targets are in place across multiple facets of diversity at an organisation level, and at an individual business division level
	Diversity data	– Diversity data is gathered on a yearly basis	→ – There is an enhanced data capability in the organisation, with automated feeds from the core HR system and dashboards to surface and visualise I&D data in real time
	Recruitment	– Job adverts are debiased developed to attract a diverse range of applicants	→ – Targeted recruitment takes place using recruiters and or apps to select from a pool of minority groups and women
	Performance management	– Performance management process is debiased with specific criteria being used for measurement and transparency throughout the process	→ – Positive action is taken to reduce any gender imbalance within the organisation, actively promoting minority groups who have the desired capability
	Diversity and Inclusion training	– Diversity and inclusion training opportunities are on offer for all employees	→ – Diversity and inclusion training reflects intersectionality and is mandatory for all employees. The training is not point in time but continual and part of a learning pathway

Culture maturity checklists – Diversity and Inclusion

Culture indicators	Developing An organisation with a developing culture might exhibit...	→ High performing (= developing + ...) In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
Empowering environment	Family friendly policies	– There are family friendly policies in place in the organisation to allow for flexible work, return to work schemes and robust parental leave policies	→ – There is a high uptake of family friendly policies across all genders, measures are in place to ensure that uptake of the policy does not negatively impact career aspirations
	Employee Network Groups	– There is one or two Employee Network Groups that have been established	→ – Employee Network Groups are active throughout the organisation, and employees are actively encourage to take part, as well as external diversity bodies and groups
	Allyship and awareness	– Leaders demonstrate allyship and awareness for inclusion and diversity	→ – There are programmes in place to gain allyship across the workforce, with targets set for the number or percentage of a workforce to become allies
	Marketing and communications	– There is visible marketing and communications in place for I&D within the organisation	→ – The organisation has an I&D narrative, tied to it's business purpose. Branding and communications are visible internally and externally