

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

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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

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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