

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

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...	
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

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...	
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