

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 |

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| 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 |

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| 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 |