

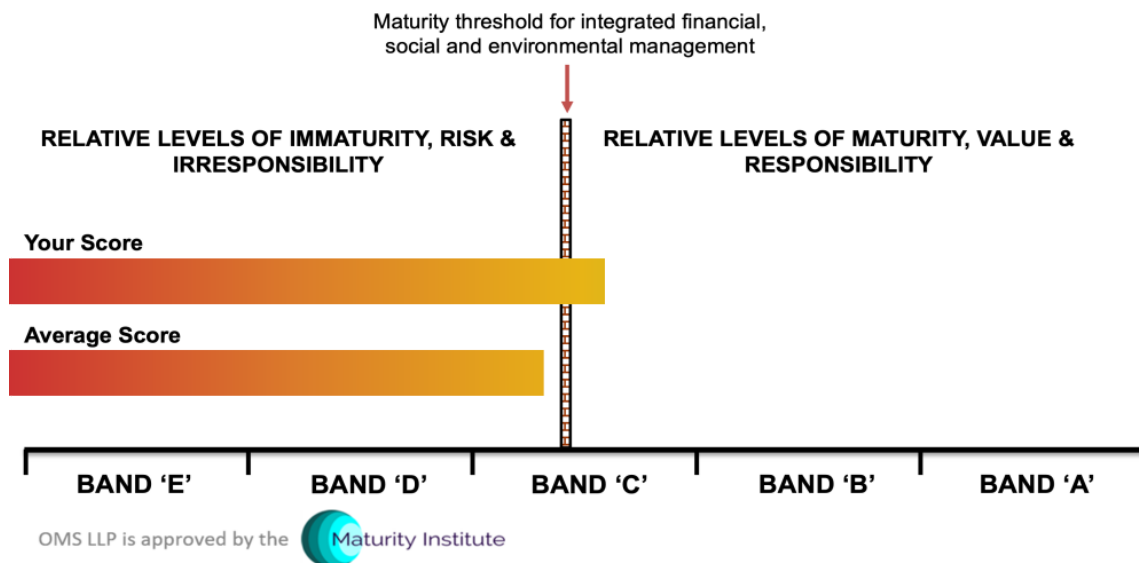


OMINDEX® Workforce - Connecting Purpose, Values and Performance

Aggregated Report For:	Sample Company
Responses from Staff Person	65
Responses from Manager or supervisor	20
Responses from Business Leader	10
Responses from Senior Executive or Board Member	5
Total Number of Responses	100

OMINDEX® Workforce Survey

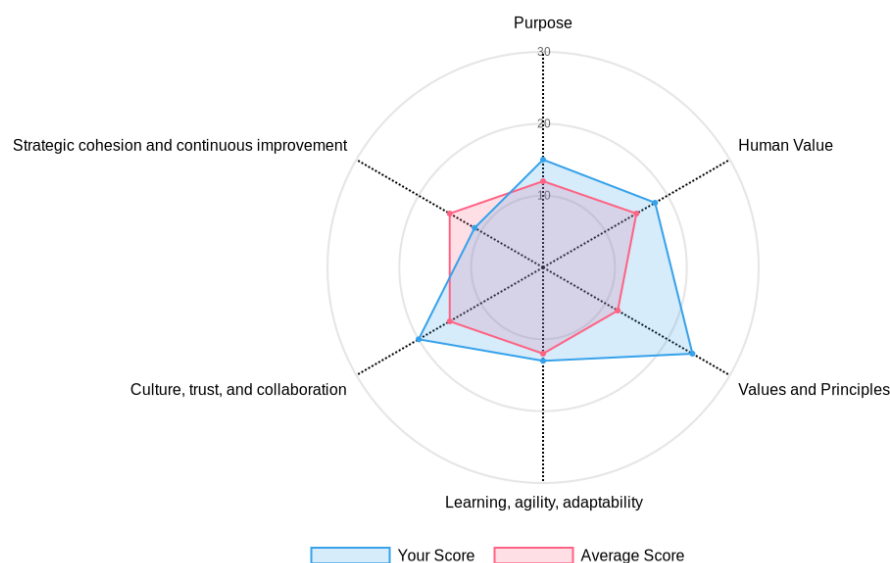
Where have you placed your Employer on the Maturity Scale?



Your Average Rating - Band C

Take notice of the hurdle in the middle of Band 'C': described as the 'Maturity threshold for integrated financial, social and environmental management'. This represents the key challenge facing any leadership team, when deciding which stakeholders they value most and how much importance they place on social responsibility versus profitability. At the low end of Band 'C' there is a growing awareness that employees bring value that should outweigh their costs and so need greater time and attention to make sure that you and they get the best value out of your potential. At the higher end they are just over this hurdle and the attitude to managing people as human capital changes everything.

Your Average Organisational Health Indicators



Organisation Health Indicator Descriptors

Purpose - a clearly defined and articulated corporate purpose provides both the 'why' the organisation exists and the starting point from which it can galvanise its human potential. Organisations that can embed an authentically higher purpose of truly serving society can unleash significant value compared to their peers.

Human Value – the underlying ethos that people are value creators, not costs, drives how people are managed across an organisation and marks a critical tipping point; where the prevalence of a cost-reducing mindset brings unnecessary risk and potential harm. A value mindset increasingly realises opportunities, growth and development.

Values & Principles – capturing the best of humanity to bring a corporate purpose to life. Where they are effectively designed-in, and integrated into strategy and operations, they should act as a powerful, circulatory system which helps to guide, inform and unify the actions and behaviours of a workforce.

Learning, agility, adaptability - how an organisation acquires, shares and utilises knowledge; the life-blood of innovation and improvement. Where everyone is encouraged to play their part, it forms the foundation for long-term differentiation. Where organisations fail to learn, the underlying risks become significant.

Culture, trust, and collaboration - work environments that facilitate high trust and collaboration require less direction and control. They also become more efficient, improve quality, and empower individuals to build excellence in order to succeed.

Strategic cohesion and continuous improvement - a high functioning, whole system, organisation with clear and accountable leadership, creating strong, strategic cohesion. Everyone knows the objectives to be achieved. Combined with an underlying culture that drives continuous improvement, it provides fundamental fuel to enhance and sustain intrinsic value.

Results in Detail

This diagnostic report details typical observations arising from each question for companies scoring within each range. It is a high level, non-exhaustive diagnostic report. A full OMINDEX® rating would be necessary to validate findings and provide deeper diagnostic insights.

For each OMINDEX® Workforce factor the term "OCRQE value" is defined as follows:

Output - current levels of product or service volume, or market share.





Revenue - current levels of revenue from products and services (or by business unit, brand or geography)




Cost - current levels of operational cost





Quality - current product or service quality measured in terms of reliability, defects, customer service/experience or company reputation





External impact - current levels of environmental impact and any adverse human harm

Breakdown Per Question

OMINDEX Workforce Questions	Rating	Commentary
Q1 My company has a clear purpose that seeks to benefit society and makes it easier for me to understand how to carry out my own role.		<p>Purpose may be unclear or be well articulated but has an inconsistent impact on workforce performance.</p> <p>The company will not have embedded its purpose across all company operations (e.g. functions, products, geographies, suppliers etc.).</p> <p>The company is likely to need to review how purpose interacts and informs all relevant company policies, processes (e.g. codes of conduct) and systems.</p>
Q2 My company encourages and enables me to make every effort to reduce our environmental impact (e.g. climate change) and improve the amount of social benefits we bring (e.g. improving human rights and inequality).		<p>The company is likely to be attempting to transition from profit maximizing to a stakeholder value focused model.</p> <p>There will be some understanding that the organisation and its whole system is, at its essence, a human one. Realising value potential and serving human needs may be understood, but enabling everyone to play their part is likely to be work in progress.</p>
Q3 I am expected to serve all our stakeholders (e.g. colleagues, customers, suppliers, local communities) as well as I can, whenever I can.		<p>The company is serving multiple stakeholders but is likely to be making trade-offs between them.</p> <p>The company is likely to be shifting its approach in managing its responsibilities to stakeholders, from designing business strategy through to corporate reporting.</p> <p>Management systems should be in the process of being re-designed to generate value for different stakeholder groups.</p>
Q4 I understand that value in our company is defined as providing the best quality products and services we can, as efficiently as possible, while doing everything possible to		<p>Value should be a well-defined and balanced system that integrates all relevant OCRQE factors.</p>

eliminate any risk of harm to people or planet.		<p>The definition of value will be underpinned with credible and appropriate KPI's attached to each one.</p> <p>The company may need to ensure that its value motive is understood and supported by all stakeholders.</p>
Q5 We have to be adaptable to the changing needs of customers and society at large, so my employer has created an environment for continuous learning, constant innovation and improvement.		<p>The company is likely to see its model as constantly evolving as society shifts in attitudes, values and norms. The company may need to actively track, engage and shift products, services and operations according to societal changes expressed via customers, communities and wider stakeholders.</p> <p>Never ending improvement (NEI) may be recognised, empowering individual members to identify areas for improvement and suggest practical solutions. But not everyone may be part of the NEI culture and remit, from junior to the most senior roles.</p> <p>Sources of learning may include some external stakeholders and systems may need to be created to capture and disseminate knowledge, to and from, them.</p>
Q6 I absolutely trust our leadership and senior management.		<p>High trust is likely to be built on transparency and openness, especially in leadership communications.</p> <p>Trust should also be a measure upon which culture, value and risk is monitored and managed. Does the company measure trust within stakeholder groups - customers, workers, suppliers etc.?</p> <p>Companies should be able to deal effectively with trust failures to manage and mitigate risk. How has the company responded to trust breakdowns and does the company have an action plan for such events?</p>
Q7 We are an organisation with very clear values and principles and these provide the moral compass for how we behave, act and do business.		<p>Corporate values and principles are likely to be flowing from and strongly aligning with the company's purpose.</p> <p>Values and principles should be capable of being tested as part of any organisational health measurement and monitoring e.g. risk, culture. So,</p>

		values and principles should be regularly tested within staff surveys, performance management or other means.
Q8 My company does everything it can to help me achieve my potential so that I can make the best possible contribution to our total value.		<p>There is likely to be evidence of a company's strategic clarity and conscious causality in linking human capital and management practice. The company should understand at some levels that realising human potential links to maximising value.</p> <p>Management practices and people systems will, to some extent, be designed as having causal connections to value but are likely to need improvement.</p> <p>We would expect to see the workforce specifically being managed beyond just an "attract and retain" remit but the HR function is unlikely to be set up as a whole system, human capital value driver.</p>
Q9 Our leadership have communicated a very clear vision of where we need to be within the next 10 years		<p>The company shows at least some understanding of the importance and impact of long term planning and how it helps to drive adaptability and improvement.</p> <p>The company is likely to be able to better demonstrate how long term planning informs strategy design.</p> <p>To some extent management practices and systems will be geared to long term thinking and vision but are likely to require improvement.</p>
Q10 Our business strategy is very clear, well communicated, understood by everyone and drives our performance every day.		<p>The company is unlikely to understand the importance of strategy setting, communication, and workforce embeddedness</p> <p>Strategy will not be aligned with corporate purpose, vision, strategic goals and its operating plan KPIs.</p> <p>The company may have some disaffection among management and staff with contra-indicators evident that undermine goal achievement.</p>
Q11 Our senior leadership and management take full accountability for their decisions and actions.		The company will not be embedding true leadership accountability with respect to the achievement of OCRQE value outcomes.

		Failure to achieve agreed value outcomes will not require accountability in terms of reward impact, retrogression or ability to continue in-role.
Q12 We have a very distinct culture based on mutual respect, cooperation and knowledge sharing that is continuously reinforced on a daily basis through open communication and feedback.		<p>The company is likely to have at least some fundamental understanding that culture represents a highly significant intangible factor that drives value and risk.</p> <p>There should be a number of key, causal cultural factors that are lined to OCRQE value and managed operationally e.g. purpose/values, learning/innovation, decision-making, communication, performance management, and trust/engagement/cooperation.</p>
Q13 I know exactly where I contribute towards our current business plan and my performance is assessed against clear measures of productivity, efficiency, revenue and quality.		<p>Business and Human Capital Management (HCM) planning will encompass some value (and risk) factors with respect to the OCRQE framework e.g.</p> <p>Output - what volume, market share gains, or productivity improvements will arise from HCM improvements?</p> <p>Costs - what efficiency gains will arise from HCM programmes or culture shifts?</p> <p>Revenue – how does premium pricing relate to improved HCM?</p> <p>Quality - what quality improvements arise from HCM effectiveness?</p> <p>External harm – how does better HCM help to reduce environmental and human harm?</p> <p>Employee objectives will not be fully linked to the OCRQE value framework. Every individual will know at least to some extent what is expected and how this translates to business value creation.</p>
Q14 We are all part of one, whole system. Our management systems and processes are designed to enable us all to work together seamlessly.		<p>The company is unlikely to think about itself as a system with a unifying purpose.</p> <p>The company is likely to operate more disparately and in a siloed fashion; either functionally or in some other way e.g. brand led.</p>
Q15 We identify, assess and manage all business risks arising from individual human actions and behaviours. I am encouraged		The company will not have a clear understanding that human capital is a fundamental causal driver of business risk.

<p>and empowered to immediately raise any risk issues I have identified.</p>		<p>The company is likely to be carrying significant, material human capital risks.</p> <p>The company is not a learning organization and is likely to have few who will raise problems or issues that are material to value.</p>
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Unacceptable

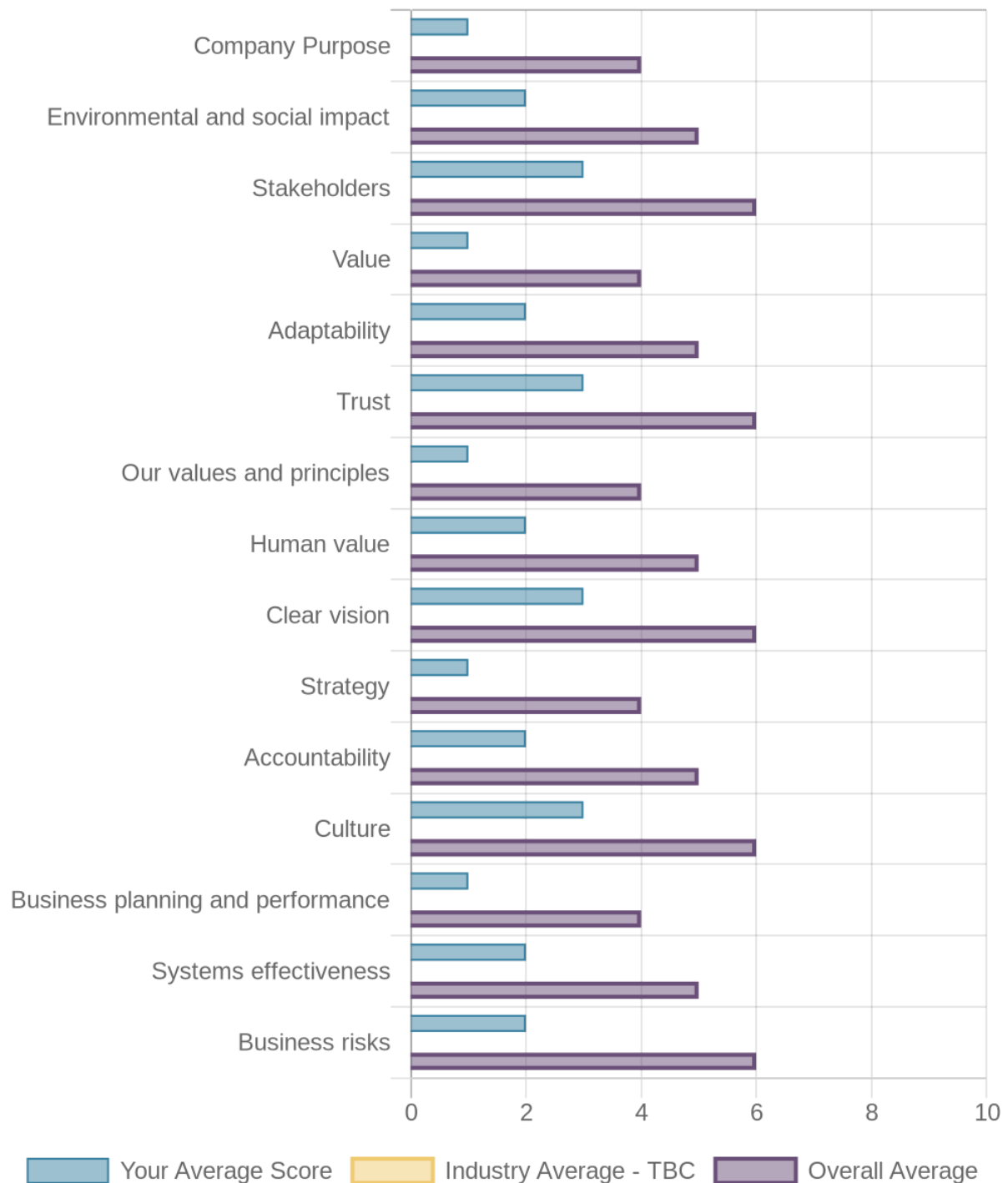


Acceptable

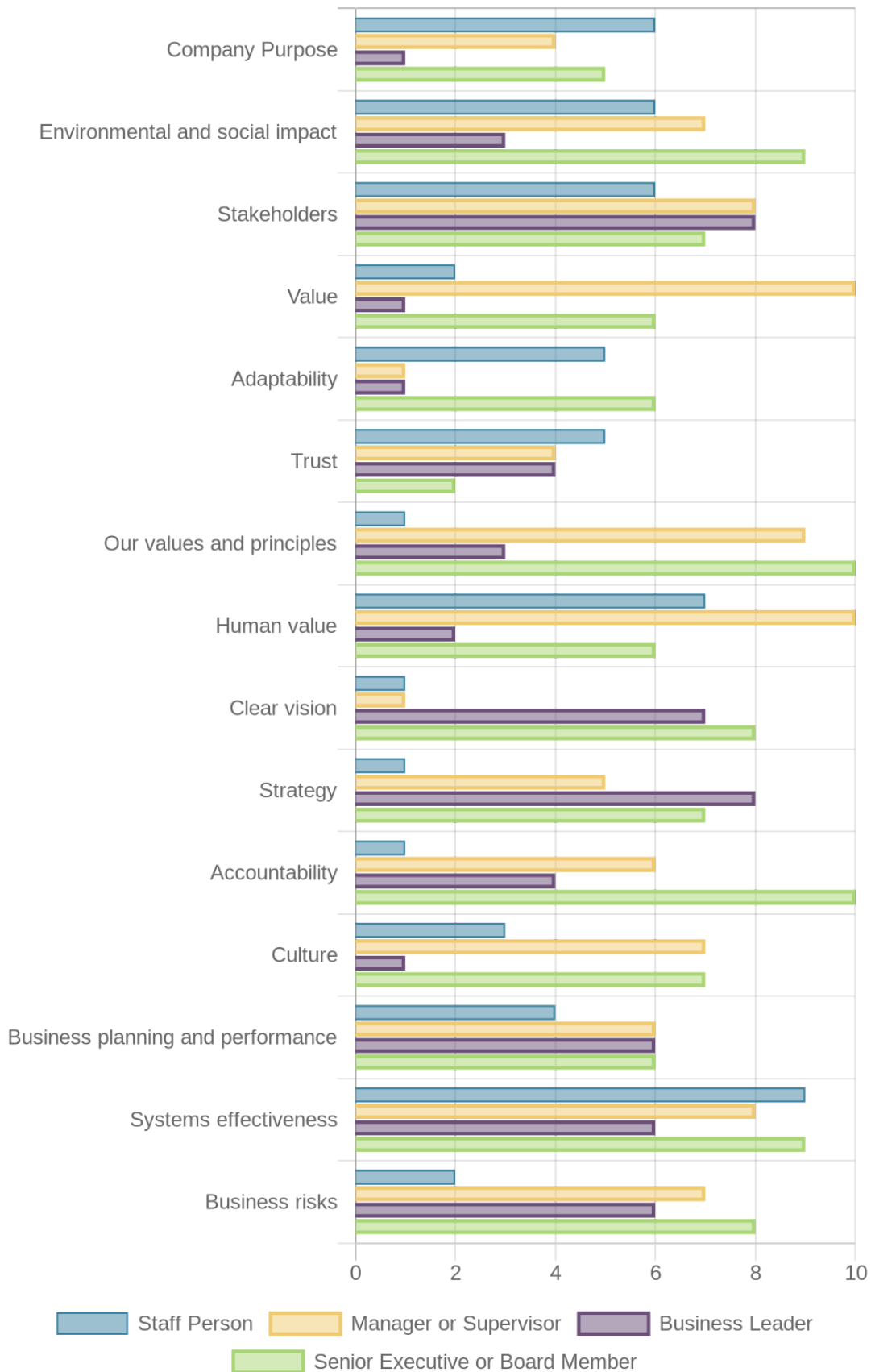


Exceptional

External Benchmarking: Company, Sector and Overall averages



Job Role Gap Analysis



Further Information

The discipline and practice of Organisational Maturity focuses on developing the necessary understanding and capability to realise the full potential value of people that comprise an organisation's whole, human system of stakeholders. Leadership and management standards have been developed by The Maturity Institute (MI), who also oversee the training of maturity practitioners and the quality assurance of professional practice thereon (see <http://www.maturityinstitute.com/>).

The MI handbook for business leaders, managers and maturity professionals: The Mature Corporation - a Model of Responsible Capitalism (Cambridge Scholars Publishing, 2019), can be purchased via this link:

<https://www.cambridgescholars.com/product/978-1-5275-6350-6/>

The full OMINDEX® diagnostic used by boards, senior executive teams, investment professionals and advisors is explained and available through OMS LLP (<http://www.omservices.org/>). The OMINDEX® methodology is wholly owned by OMS LLP. The IP inherent in the concept, creation and design of the OMINDEX® methodology is the property of [OMS LLP](#). OMS LLP, as an MI-approved provider of OMINDEX®, operates in accordance with MI's goal of maximising Total Stakeholder Value (TSV).

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