



Brands with Values™
Culture and Inclusion Index
2021

Brands with Values™

Foreword

Lord Karan Bilimoria

A recent study by the CBI with the support of McKinsey found that if firms can unlock the potential of an inclusive workforce and culture then this could add £139bn to GVA by 2030. This report highlights the progress we need to make to ensure UK businesses can seize the prize.

It was Peter Drucker who said culture eats strategy for breakfast, and he couldn't be more right. Culture sets the norms for business behaviour, it creates a sense of belonging and community, get it right and you unleash the discretionary motivation that enables great strategy to succeed.

An inclusive culture is crucial if we are to achieve real change in our leadership teams and boards. Without an inclusive culture, businesses will fail to reap the benefits of a diverse workforce, and colleagues from underrepresented groups will not feel a sense of belonging or be able to grow and thrive. Ultimately a business will not be able to retain the diverse talent they worked so hard to onboard.

Last year businesses across the UK made positive statements of intent to improve their diversity credentials when it comes to racial and ethnic minorities. It is important that we recognise this signalling, but also acknowledge, quite clearly, that public statements, press releases or social media posts are just pressing start on the change required. We need to capture this interest, turn interest into momentum, and momentum into tangible action and results.

In October 2020 the CBI along with 14 founding business partners launched Change the Race Ratio. A business led campaign that champions the Parker Review targets for board representation – the campaign aims to accelerate racial and ethnic minority participation in leadership teams and on the boards of the UK's largest businesses.

Businesses that join the campaign are openly stating their desire and commitment to improving the diversity of their senior teams and to creating an inclusive culture. To ensure we achieve this change business leaders need to come together learning from each other, sharing best practice and lessons learnt, in order to develop a better understanding of the tools that can support change.

We must not underestimate the complexity of developing an inclusive culture, there is no one size fits all approach. The starting point, however, must be better data and a recognition that culture change is a business transformation project. Culture change should be a leadership priority and something that all managers and colleagues have a stake in shaping and delivering; something that we all have a to live up to, rather than a project that is the goal of one team or function.

Lord Karan Bilimoria

Chair & Founder,
Change the Race Ratio, President, CBI

Foreword

Suki Sandhu OBE

When we work with clients to help them create more diverse and inclusive organisations, we always make it clear that any cultural change needs to come right from the top. Senior leaders have a vital role to play in setting out the values of an organisation and incorporating them successfully into overall business strategy. They can also be, just as importantly, visible role models for those values; acting and communicating in step with the aspirations the business has for its culture and how company values manifest in everyday actions and decision making.

However, it is important to appreciate that culture is not something that is created in a vacuum at the top of the organisation, and it is not something which can be successfully imposed on an unwilling or unaligned workforce. In response to significant events such as the start of the COVID-19 pandemic or the upsurge in the BLM movement, it was encouraging to see some leaders quickly recognise that they needed to listen before they acted. By taking that moment to engage with others, understand the needs of different individuals, and learn more about the lived experiences of different employees (especially those with backgrounds and stories much different from their own), they were able to make decisions and communicate in a way that aligned with the thoughts, feelings and values of their workforce, and also their customers. I have no doubt that having done so led to better outcomes in terms of well-being, productivity, innovation, and loyalty.

However, this important process of learning, understanding and aligning business leaders with the rest of the organisation still remains, in my experience, as the exception rather than the rule. The values and aspirations held at the top of an organisation all too often differ from those held by the rest of the organisation. Looking at the detailed findings of this Culture and Inclusion Index, that disconnect is clear to see. While those in senior leadership believe that their organisation's culture is centred around largely positive and aspirational values, this optimism

gives way to more negativity as you reach middle management - the group who largely work in the space where aspiration hits reality and who, importantly, have a very direct influence on the day-to-day work life of those lower down within the organisation. When it comes to an organisation's cultural values, it appears that senior leaders could be drinking too much of their own Kool-Aid.

Of greater concern is that this disconnect may increase for many companies if senior leaders continue to give lip service to important socially driven values without doing the hard work or committing the resources required to bring them to life within their organisations. As shown in this Index, younger generations entering the workforce have values more closely associated with selflessness and are unlikely to show loyalty to those companies which fail to effectively put into practice the socially conscious values they talk about in their recruitment brochures and post about on their corporate social media accounts.

Suki Sandhu OBE

Founder & CEO,
INvolve – The Inclusion People

Foreword

Adrian Walcott

When I talk to UKPLC board members, I sense their immense pressure to react. Pressure to react to civil unrest, pressure to react to policies such as the ethnicity pay gap and pressure to react to reports of UKPLC (our sample of the UK workforce) being institutionally racist.

This is creating a “fix it” mentality, with leaders hunting down and then moving between one solution and another in search of that silver bullet. The net result is that diversity, equity and inclusion (DEI) is now turning into a campaign, much like the campaign that manifested itself around women in the 2000s and the LGBTQ+ community in the 2010s.

Today, that campaign is about greater Black equality, which, in many cases, creates lovely optics, but can also give a false sense of security that lasting change is actually happening. If we had treated the issue as a culture change programme years ago and thought about organisational culture and how it could become more inclusive, then inclusion would already be in the DNA of UKPLC today.

To be truly transformational in the inclusion and diversity space, organisations need to act more like farmers and less like hunters. In the same way that farmers seek to understand their soil composition to allow a variety of crops to grow, UKPLC needs to understand the composition of their organisations to allow a variety of people to survive and thrive.

The only currency capable of understanding an organisation's ecosystem is the circular values system in every human being. This system informs the way we communicate and behave.

This is why **values** are at the crux of our innovation, The Brands with Values Culture and Inclusion Decoder.

The Brands with Values Culture and Inclusion Decoder is a three question, three word wall, values-based diagnostic tool. Our decoder helps organisations to understand the fundamentals of their culture and track real changes to their ecosystem.

Having used our Culture and Inclusion Decoder to create this report, it has been interesting to bring to the fore some of the current opportunities and potential derailers for change makers, such as:

- There is fertile ground to unite us through shared human values, taking us beyond our differences around race, gender, disability and sexual orientation.
- There is greater desire to live in a world of ethics and equality compared to a year ago. This value is now equal to friendliness and honesty, which were previously in the top spot.
- There is a severe lack of empathy at the top of organisations. Our report findings show that those in power experience much higher levels of cultural health than employees at less senior levels. This gap widens at the most junior level.

Our Culture Decoder is crucial to diversity, equity and inclusion. However, it is also applicable to other change agendas, such as:

- Mergers and Acquisition
- Business Rationalisation
- Brand Internalisation
- New Direction
- New Leadership
- Rapid Growth

All change is dependent on establishing an environment that supports people from different orientations to work to the increasingly wider goals of stakeholders.

Adrian Walcott

Director
Brands with Values

The response

The following is a breakdown of the respondents in reporting categories by percentage.

Category	%
Seniority	
Director	23.3%
Executive/Board	22.8%
Manager	21.3%
Senior Manager	18.4%
Junior	14.1%
Ethnicity	
White/Caucasian	69.7%
Asian/Asian British	10.4%
African/Caribbean/Black British	8.1%
Mixed/Multiple ethnic groups	7.2%
Other	4.6%
Size of company	
10,000+ employees	19.6%
1001—5000 employees	15.9%
51—200 employees	13.8%
201—500 employees	12.7%
1—10 employees	10.1%
11—50 employees	9.8%
501—1000 employees	9.2%
5001—10,000 employees	8.9%

Category	%
Disability	
No disability	88.5%
Disabled	8.6%
Prefer not to say	2.9%
Gender	
N/A	42.7%
Female	34.6%
Male	19.3%
Non-binary	1.4%
Prefer not to say	1.2%
Prefer to self define	0.9%
Sexual Orientation	
Straight/Heterosexual	42.7%
N/A	42.7%
Gay	6.9%
Prefer not to say	3.7%
Bisexual	2.3%
Pansexual	0.9%
Prefer to self define	0.9%

Executive summary

We are pleased to present our second UK-wide culture study, powered by the Brands with Values Culture Decoder and in partnership with Management Today and Involve. The first study was conducted at the beginning of the first lockdown in 2020. For that study we were only concerned with the desires of our responders. At the time, businesses had to learn how to deal with new ways of working, the hospitality industry had closed down and office-based workers and on-site workers alike were plunged into uncertainty.

While there was uncertainty and fear in March 2020, the sun was out and there was no way we could have known the depth of the pandemic to come. There was some optimism.

The 2020 findings paint a picture of a workforce that wished to develop cultures equipped to deal with the moving goalposts of home-based working and online workshops. Responders wanted their cultures to adapt and be Agile.

A year later and the picture has changed. The findings of this report show that Agile has been replaced with Collaborative as the number one desire. It suggests that we have adapted to the changes demanded by the pandemic and we now need to find ways to work together, however remote we may be.

2020 also saw a reignition of the inclusion movement, driven, in part by the murder of George Floyd. There was no mention of Equality-focussed in the desired values of the 2020 study yet in 2021 Equality-focussed takes the second spot.

Equality-focussed, together with a desire to be Ethical and Socially Responsible, all point to a new direction for cultures when we compare 2020 to 2021.

This report also highlights the difficulty large organisations face when it comes to culture. Firstly, there is clear evidence that the Cultural Health of larger organisations is challenged by Long-hours and Hierarchy, and that they experience lower levels of Innovation. Some may say that this is obvious, that we should expect there to be lower levels of Innovation and engagement within larger companies. However, there is a damaging side effect that cannot be ignored. Our findings also show that larger organisations suffer from poorer levels of Belonging compared to medium sized companies.

The overall picture is complex. But there are clear indications of what is important to employees, the state of workplace culture and the desire for it to improve.

Selflessness and Collaboration reflect the strongest desires of UKPLC, while leaders wish to drive Innovation and Courage. The question is, will leaders have the courage to listen to what their people desire?

Martin Roach

Founder
Brands with Values

Culture Decoder

The Brands with Values Culture and Inclusion Index 2021 is powered by our Culture Decoder. The Culture Decoder is a scientifically-led, values-based assessment tool designed to investigate the circular values system in all of us.

This lens allows us to understand the following values, split by age, tenure, ethnicity, company size and sexual orientation:

Personal Values

This question is designed to find out what is important in everyday life, not just at work.

Observed Values

Finding out what respondents observe allows us to create a powerful culture map of the organisation.

Desired Values

This question encourages people to think about what they would like to see within the industry.

Cultural Health Score

The Cultural Health Score has been developed to measure the health of a culture.

Cultural Distance

Brands with Values has designed a Distance Calculator algorithm that allows us to plot two sets of Culture data sets to see how far they are apart.

Belonging Score

The Brands with Values Belonging Score is a calculation between the Personal Values and the healthy Observed Values.

Authenticity Score

The Authenticity Score is a calculation between the Communicated Values (these are defined as the values organisations communicate to their stakeholders) and the healthy Observed Values.

Definitions of the categories

Tradition

Restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms.

Safety

Safety, harmony and stability of society and relationships.

Authority

Social status and prestige, control or dominance over people and resources.

Success

Success through demonstrating competence according to social standards.

Pleasure

Pleasure and sensuous gratification.

Adventure

Excitement, novelty and challenge in life.

Independence

Independent thought and action - choosing, creating and exploring.

Selflessness

Understanding, appreciation, tolerance and the welfare of all people.

Community

Preservation and enhancement of the welfare of people in frequent personal contact.

The results

Highlights

01

37% of employees are in industry leadership roles

02

Over a quarter of employees find their working environment Demanding

03

43% of employees work for organisations with 1,000 or more staff

04

22% of all employees say that their working environment is Siloed

05

Selflessness (with values such as Ethical) has equalled Community (with values such as Collaborative) as the most desired category

06

Collaboration has overtaken Agile as the most desired sentiment

Analysis

Company cultures are driven by common and self interest

Figure 01

Personal Values



■ Extrinsic Values 38%
■ Intrinsic Values 62%

Our Personal Values are mainly Intrinsic

62% of all words selected as Personal Values fall into the Intrinsic (common interest) category, meaning they were values that are inherently rewarding to pursue and are sought primarily for the benefit of others.

Six of the top ten words fall into the Intrinsic category, these words include: Honest, Collaborative and Friendly.

Figure 04

Personal Values	
Top 10 Words	Category
Honest	Intrinsic
Collaborative	Intrinsic
Respectful	Extrinsic
Friendly	Intrinsic
Equality-focussed	Intrinsic
Reliable	Extrinsic
Driven	Extrinsic
Intelligent	Extrinsic
Relationship-centric	Intrinsic
Helpful	Intrinsic

Figure 02

Workplace Values



■ Extrinsic Values 50%
■ Intrinsic Values 50%

Our working cultures are less Intrinsic

The data reveals that there is an even 50/50 percentage split between Extrinsic (self interest) values and Intrinsic values when it comes to the Workplace Culture. Even the top ten reveals an equal split with five words from each. This represents a 12-point drop in Intrinsic sentiments when compared to Personal Values and a 12-point increase in Extrinsic sentiments.

Figure 05

Workplace Values	
Top 10 Words	Category
Collaborative	Intrinsic
Challenging	Intrinsic
Demanding	-
Long-hours	-
Friendly	Intrinsic
Hierarchical	-
Ambitious	Extrinsic
Siloed	-
Global	Extrinsic
Innovative	Intrinsic

Figure 03

Desired Values



■ Extrinsic Values 39%
■ Intrinsic Values 61%

Workers desire a predominantly Intrinsic Culture

Following a decrease in Workplace Values, we see a return to Intrinsic sentiments being slightly in the lead, where 61% of all the words selected within this study were Intrinsic for Desired Values.

The number of Intrinsic words selected decreased from eight to seven of the top ten since 2020. Values such as Collaborative, Equality-focussed, and Innovative are intrinsic, whereas Respectful and High Quality are extrinsic.

Figure 01-03

This shows that the number of Intrinsic Values across Personal and Desired Values is very similar

It is clear that workers have a desire for businesses to put people first. Although Success is important, there must be a concerted effort to boost wellbeing and organisations' relations with the wider world.

Figure 06

Desired Values 2020	
Top 10 Words	Category
Collaborative	Intrinsic
Equality-focussed	Intrinsic
Socially responsible	Intrinsic
Innovative	Intrinsic
Respectful	Extrinsic
Human	Intrinsic
High quality	Extrinsic
Transparent	Intrinsic
Ethical	Intrinsic
Successful	Extrinsic

Analysis

Community driven people

Community and Personal Values

To begin our study, we asked respondents what their Personal Values were. The results reveal that UKPLC is made up of predominantly Community driven people. The Brands with Values definition of Community is 'Preservation and enhancement of the welfare of people with whom one is in frequent personal contact'. Simply put, people are interested in the people around them and in having a positive effect on society.

Half of all the words within the top ten selected by responders fall into the Community category, making it by far the most dominant concept within Personal Values. There are only three words that go across all Ethnicities and two of these are from the Community category: Collaborative and Honest.

Based on Culture Decoders we have run for our clients over the past year we would expect to see Community as the most selected category when analysing Personal Values. However, we have noticed that the gap between Community and the following category, which varies across sectors, has grown significantly.

Collaborative and Friendly Workplace Cultures

While Community has been pushed into third place for Workplace Values, compared to first place for Personal Values, we can see that it is still a core ingredient of workplace life and culture. The number one value, Collaborative, from the Community category is one of only two that make it from the Personal Values top ten into the Workplace Values top ten.

The only other sentiment to make it into both top tens is Friendly, also part of the Community category. Cultures that exhibit both Collaborate and Friendly features tend to have stronger working practices and better levels of staff cohesion.

Some responders feel isolated (Siloed)

Not all sentiments that make it into the top ten for Community are positive. 22% of all responders say that their working environment is Siloed. Most organisations across the UK have redesigned their systems and capabilities to encompass homeworking and reduced numbers at the workplace over the past year in response to the Covid-19 pandemic. While 22% is high, we may have expected higher rates due to these new working practices.

We desire Collaboration instead of Agility

During the pandemic, businesses have shifted their aspiration from being more Agile to being more Collaborative.

45% of responders want to work within a culture that is Collaborative. Further analysis of the 2021 study shows us that Agile is now ranked 14th with 24% of people selecting it. This represents a drop of 13 places and 36 points.

Collaborative is also the only sentiment to go across all three enquiries of Personal Values, Workplace Values and Desired Values.

Figure 07

Desired Values 2020		
Top 10 Words	Category	%
Agile	Success	58%
Honest	Community	58%
Socially responsible	Selflessness	56%
Teamwork	Community	54%
Human	Community	49%
Innovative	Independence	49%
Ethical	Selflessness	48%
Respectful	Tradition	41%
Transparent	Community	40%
Courageous	Adventure	36%

Figure 08

Desired Values 2021		
Top 10 Words	Category	%
Collaborative	Community	45%
Equality-focussed	Selflessness	40%
Socially responsible	Selflessness	38%
Innovative	Independence	35%
Respectful	Tradition	31%
Human	Community	29%
High quality	Success	28%
Transparent	Community	28%
Ethical	Selflessness	27%
Successful	Success	26%

Figure 07
Desired Values for all responders 2020

Figure 08
Desired Values for all responders 2021

Analysis

Success is important

Success within Personal Values

The second most important category for Personal Values is Success. It represents 15% of words selected, based on the words Intelligent and Driven.

Success takes over from Community within Workplace Values

Success takes over from Community when we compare Personal Values to Workplace Values. There are three sentiments from the Success category that make it into the top ten: Demanding, Long-hours and Ambitious. However, two of these sentiments, Demanding and Long-hours are potentially unhealthy.

Demanding and Long-hours

Demanding and Long-hours have been the two most selected potentially unhealthy sentiments within Culture Decoder studies for our clients. As such, it's no surprise that they appear within this national study. At Brands with Values, we often note that high performing teams record high levels of Demanding and Long-hours sentiments.

While some individuals thrive within a Demanding setting, our advice to leaders is to be mindful of constantly Demanding environments with Long-hours. With the increase in remote working, leaders will have to develop new ways of keeping an eye on this.

The Success category has seen a three-point drop in Desired Values from 2020 to 2021 (going from 17% to 14%). Agile was the only Success word in the top ten in 2020. This has become the biggest casualty in the 2021 study, moving from first place to 14th place.

The focus is now on High Quality and Successful.

At Brands with Values, we define a High Quality culture as having an environment in which everybody in the organisation, not just the metrics controllers, is responsible for consistently delivering High Quality. This may mean going above and beyond guidelines and taking quality-focussed actions that are in the interest of the organisation. The Black Lives Matters (BLM) movement being noticed in sectors from sports to politics is a good example.

Figure 09

Top 5 unhealthy Values		
Word	Category	%
Demanding	Success	27%
Long-hours	Success	27%
Hierarchical	Tradition	23%
Siloed	Community	22%
Bureaucratic	Safety	20%

■ In overall top ten

Analysis

The rise of Selflessness

From Community to Selflessness

Looking at the Workplace Values, we see that within our 2020 study the Community category, driven by Teamwork and Human, was easily the most dominant. There was an eight-point gap between Community in first place and Selflessness in second place. In our 2021 study we see a considerable shift. Community and Selflessness are now equal values.

In 2020 there were four words in the Community category in the top ten and there were only two words from Selflessness. However, in 2021, Community has been reduced to three words and Selflessness has increased to three.

Equality-Focussed in Personal Values and Desired Values

The third most selected category for Personal Values is Selflessness. There is only one word from the Selflessness category in the top ten, Equality-focussed. Equality-focussed is also one of only three sentiments that make it from Personal Values through to the top of the Desired Values top ten. It is not present in the Workplace Values top ten.

The rise of Equality-focussed within Personal Values demonstrates that it is possible to achieve behavioural change on a large scale. There are however, many aspects to Equality-focussed that are misunderstood.

Equality-focussed is another sentiment that enters the top ten for the Desired Values having not been present in 2020. The past year has seen a resurgence in Equality issues and movements.

We still want to be Socially Responsible and Ethical

Joining Equality-focussed in 2021 is Ethical and Socially Responsible. This is reassuring, as both sentiments were present within the Desired Values top ten in 2020.

The desire to be Socially Responsible gives organisations the opportunity to begin to act in the best interests of their environment and society.

Much like the quest to be a High Quality culture, an Ethical culture is about going over and above the guidelines. There is a clear link between organisations that strive to be Socially Responsible and Ethical. An organisation's ethical climate is important because it can improve employee morale, enrich organisational commitment and foster an involved and retained workforce.

Figure 10

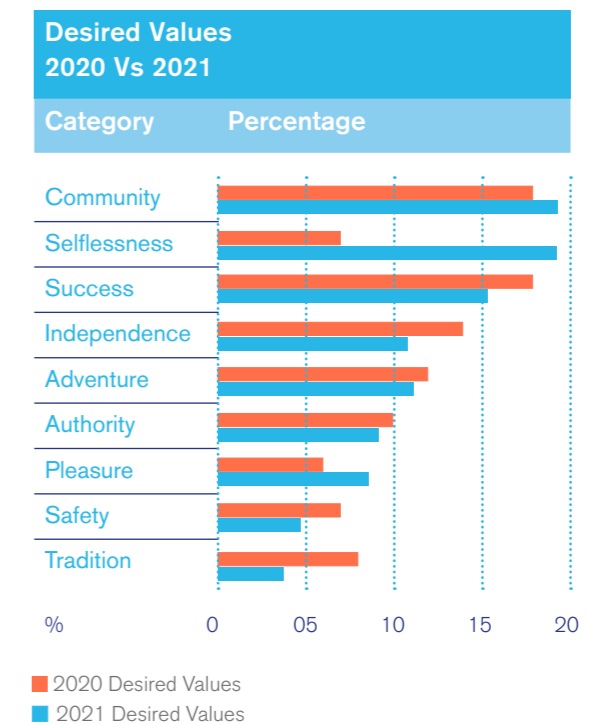


Figure 10
This highlights the rise of Selflessness as the joint most dominant Desired Values category together with Community

Analysis

Personal Values are universally similar

One interesting aspect of the 2021 Culture Study is that the Personal Values remain consistent across different Ethnicity groups. The same top three categories, Community, Success, and Independence, feature across all groups. This study also reveals that Personal Values are very similar across Seniority and Gender.

So, what does this similarity mean? It means that, while there may be cultural differences in how we explain things and gender bias in what's expected of us, people largely want similar outcomes. We want to be part of a nurturing community that has an eye on the bigger picture. This includes meaningful environmental goals and tangible steps towards equality and fairness. We also want to have personal development and to be stimulated by our surroundings and the people we interact with.

Figure 11

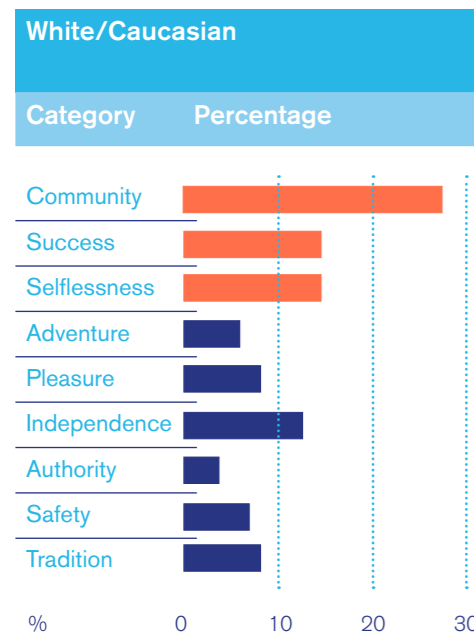


Figure 12

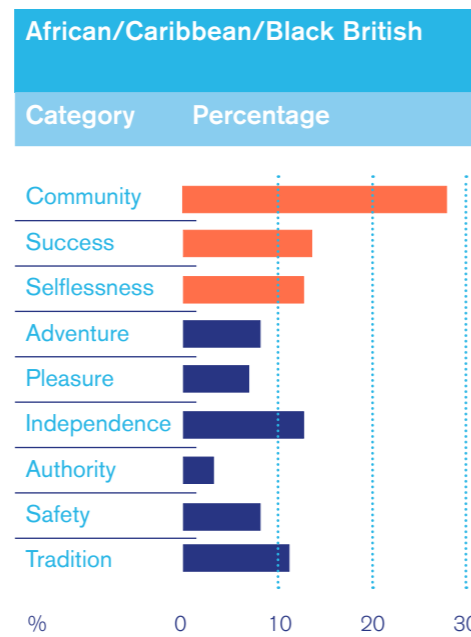


Figure 13

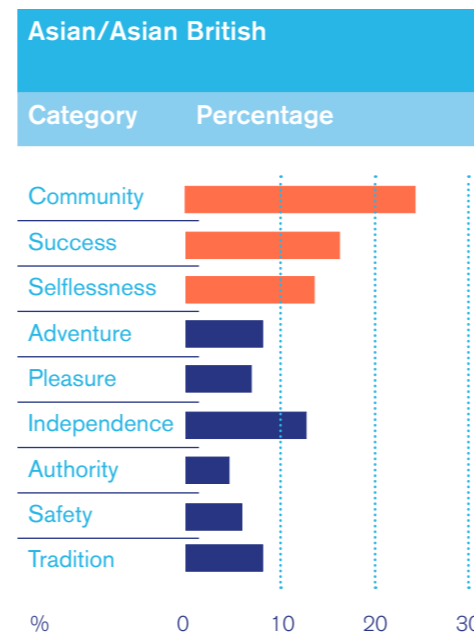


Figure 14



Figure 15

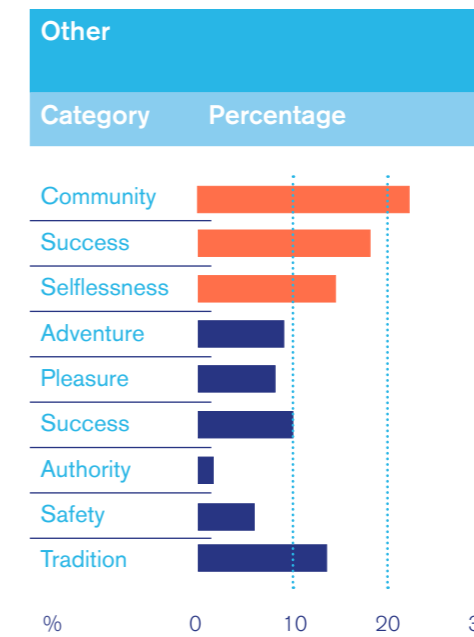


Figure 11-15: Highlights that the top three categories were the same across different Ethnicities

■ Top three category

■ Top three category

Analysis

Belonging can be improved

Figure 16



The Brands with Values Belonging Score is an algorithm that calculates the distance between the Personal Values and Workplace Values, considering any potentially unhealthy sentiments respondents may select.

The overall Belonging Score is 61% which shows a good level of Belonging across UKPLC. We see that Belonging is impacted by Seniority. Executives have a Belonging score of 78 compared to the most junior employees' score of 51.

This difference provides a vital insight for leaders who wish to engage all areas of their organisations. It shows that it may take time to fully engage with employees.

Larger organisations struggle with Belonging

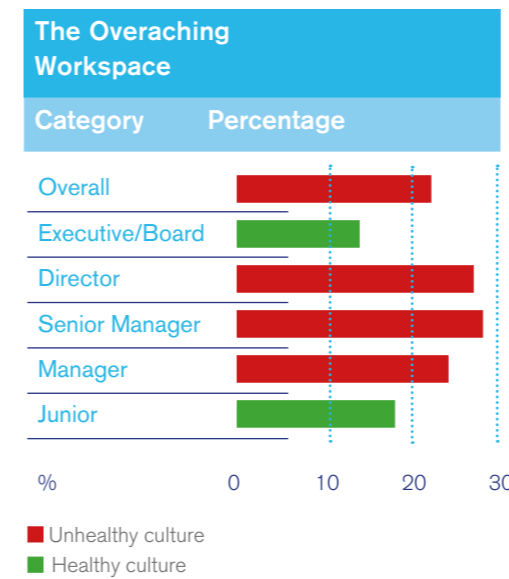
The data also reveals that Belonging is more difficult in larger organisations. There is a 24-point difference in Belonging score between the smallest and largest organisations.

These large gaps highlight the issues that leaders in large organisations face when it comes to aligning the Personal Values of their employee with the experienced culture in the workplace.

Analysis

The overarching Workplace Culture is unhealthy

Figure 17



The overarching Workplace Culture is unhealthy

20% of the words within the Workplace Values question are potentially unhealthy (see Methodology). This 20% serves as a Cultural Health baseline — if responders select more than 20% of potentially unhealthy sentiments, the culture is deemed unhealthy.

In 2021, 22% of the words selected by responders were unhealthy. While this rating is only two percentage points above the baseline, it should be noted that four of the top ten words selected were potentially unhealthy.

This means that while the overall health rating is better than we might have expected, there are some acute cultural issues.

The unhappy minority

We discovered that a high number of workers (17%) selected five or more potentially unhealthy sentiments. This vital group of responders is experiencing a lot of damaging cultural practices at the same time.

Size matters

Similar to the Belonging Score, the data also shows us that the negative Cultural Health rating increases with the size of company. Organisations with 1-10 and 11-50 members of staff actually have a healthy rating of 7% and 13% respectively. However, as the size of organisation moves to greater than 51 employees, the Cultural Health rating is unhealthy. Companies with 1,001 - 5,000 employees have the most unhealthy workplace culture, 12% above the baseline.

These findings are a concern for leaders of large organisations and demonstrate the link between Belonging and Cultural Health.

Conclusions

The Brands with Values Culture Index 2021 highlights key factors for the development of sustainable cultures. Here are seven key conclusions we believe leaders should be engaging with:

1. Personal Values (what drives us as individuals) are universally similar across Ethnicity.

[\[Page 16\]](#)

2. Since last year, Collaboration was chosen over Agile as the most desired sentiment.

[\[Page 13\]](#)

3. The Selflessness category (to do with Ethical and Socially Responsible) has now equalled the Community category (concerned with Friendly and Human) when we look at the Desired Values.

[\[Page 15\]](#)

4. 22% of all responders say that their working environment is Siloed.

[\[Page 14\]](#)

5. 17% of workers have selected five or more potentially unhealthy workplace values.

[\[Page 19 \(unhappy minority\)\]](#)

6. Belonging is more difficult in larger organisations

[\[Page 18\]](#)

7. Leaders and Juniors enjoy a better Cultural Health score compared to Management colleagues.

[\[Page 19\]](#)

Appendices

Appendix A

Methodology

The Brands with Values Culture Decoder has been used to create this study.

The Culture Decoder is a transformative culture diagnostic and people organisational tool based on the academic work of Shalom Schwartz. It has been used in over 200 countries and has been cited in thousands of academic papers.

How are the questions framed?

The Culture Decoder works by understanding the views of individuals, from their own unique perspective, as opposed to the perspective of the organisation they may be representing, regardless of the company values they may or may not experience.

The word wall

Respondents are presented with a word wall of 81 sentiments. Each word has been carefully selected to span a comprehensive spectrum of Intrinsic (common interest) and Extrinsic (self interest) human values.

What values would you like to observe within the industry?

This question was designed for respondents to think about what they would like to see within their own industry and workplace.

Definitions of the categories

Tradition

Restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms.

Safety

Safety, harmony and stability of society and relationships.

Authority

Social status and prestige, control or dominance over people and resources.

Success

Success through demonstrating competence according to social standards.

Pleasure

Pleasure and sensuous gratification.

Adventure

Excitement, novelty and challenge in life.

Independence

Independent thought and action - choosing, creating and exploring.

Selflessness

Understanding, appreciation, tolerance and the welfare of all people.

Community

Preservation and enhancement of the welfare of people in frequent personal contact.

Definitions of the quadrants

Guardians

Guardians protect order, traditions and people, valuing consistency, safety and stability.

Champions

Champions strive for success, recognition and authority, valuing achievement, ability and power.

Innovators

Innovators explore new ideas, experiences and approaches, valuing discovery, experimentation and independence.

Citizens

Citizens consider their place in communities and the world, valuing ethics, relationships and helping others.

Culture Decoder Model

Guardians	Tradition Safety
Champions	Authority Success
Innovators	Pleasure Adventure Independence
Citizens	Selflessness Community

The Brands with Values Culture Decoder Model is made up of four quadrants and nine categories.

Guardians, Champions, Innovators and Citizens have two categories. In addition, Champions and Innovators also share Pleasure, which sits between both quadrants.

Appendix B

The results

Culture Decoder

Figure 18

Personal Values

Top 10 Words	Category	%
Honest	Community	43%
Collaborative	Community	37%
Respectful	Tradition	32%
Friendly	Community	32%
Equality-focussed	Selflessness	31%
Reliable	Safety	30%
Driven	Success	29%
Intelligent	Success	29%
Relationship-centric	Community	28%
Helpful	Community	27%

Figure 19

Workplace Values

Top 10 Words	Category	%
Collaborative	Community	38%
Challenging	Adventure	29%
Demanding	Success	27%
Long-hours	Success	27%
Friendly	Community	25%
Hierarchical	Tradition	23%
Ambitious	Success	23%
Siloed	Community	22%
Global	Authority	21%
Innovative	Independence	21%

■ Potentially unhealthy values

Figure 20

Desired Values

Top 10 Words	Category	%
Collaborative	Community	45%
Equality-focussed	Selflessness	40%
Socially responsible	Selflessness	38%
Innovative	Independence	35%
Respectful	Tradition	31%
Human	Community	29%
High quality	Success	28%
Transparent	Community	28%
Ethical	Selflessness	27%
Successful	Success	26%

Figure 18

Top ten list of Personal Values words selected by all respondents.

Figure 21

Personal Values of all respondents.

Figure 22

Workplace Values of all respondents.

Figure 19

Top ten list of Workplace Values words selected by all respondents.

Figure 23

Desired Values of all respondents.

Figure 20

Top ten list of Desired Values words selected by all respondents.

Figure 21

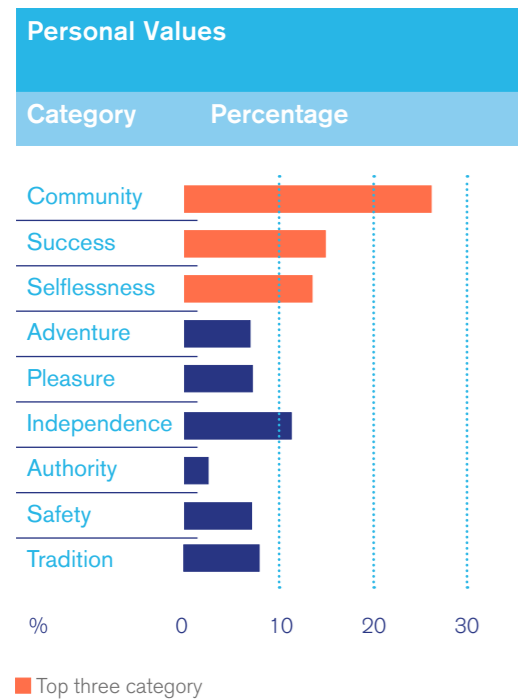


Figure 22

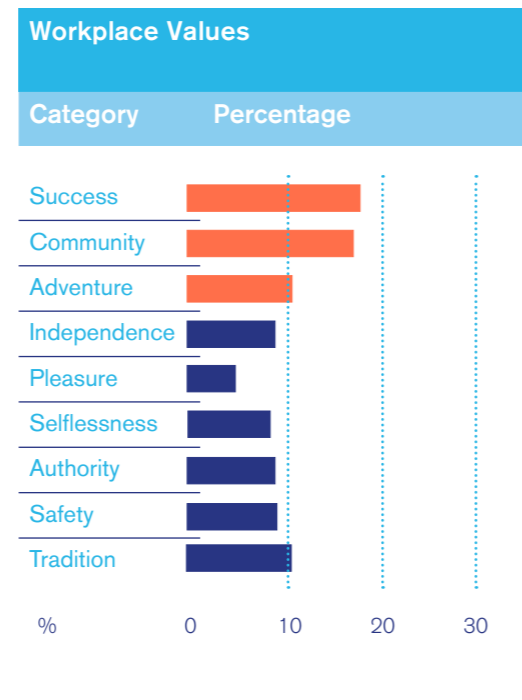
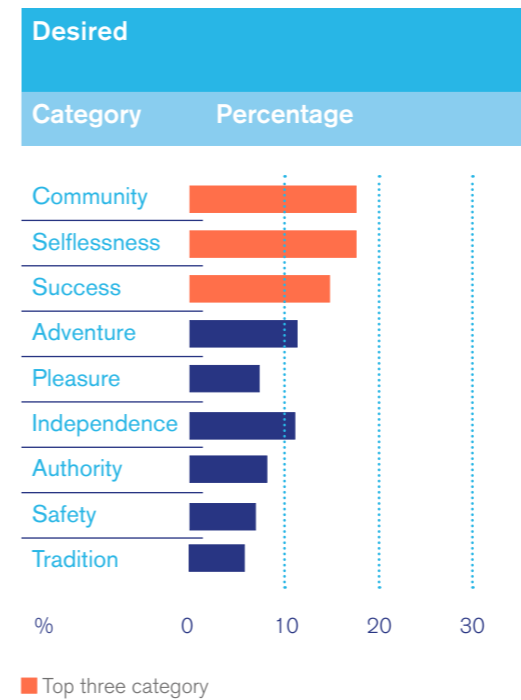


Figure 23



Next steps

To learn how your organisation can benchmark its culture visit:

brandswithvalues.com

About us

Brands with Values is a culture auditing firm. We partner with organisations to measure, evolve and protect their cultures in order to sustain and transform commercial performance.

Our practitioners work across the globe to deliver culture strategies that give our clients the confidence to lead and act with integrity, earning the trust of employees, boards and wider stakeholders.

While we have pulled together some of the key themes, given the comprehensive data sets underpinning this report, there are other insights to share about the culture of UKPLC. To learn more please get in touch with the report author:

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If you are interested in putting your culture at the heart of your inclusion and wider business strategy or to see how you benchmark, please get in touch:

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