

Brown = optional question (optional questions not counted in indicator or theme scores)			Difference from.....		
Indicator	Theme	Question	2020	2018	Industry
Indicator 1: Leading and inspiring people	Creating transparency and trust	I trust the leaders of my organisation	5.4	0.5	0.3
Indicator 1: Leading and inspiring people	Creating transparency and trust	Management communicates the organisation's ambition	5.5	0.3	0.1
Indicator 1: Leading and inspiring people	Motivating people to deliver the organisations objectives	My manager motivates me to achieve my best	5.5	0.2	0.3
Indicator 1: Leading and inspiring people	Developing leadership capability	I am confident that my organisation has capable leaders	5.1	N/A	-0.2
Indicator 1: Leading and inspiring people	Developing leadership capability	My organisation develops great leaders	4.5	0.2	-0.1
Indicator 2: Living the organisation's values and behaviours	Operating in line with the values	At my organisation, we make decisions in line with our values	5.1	N/A	-0.2
Indicator 2: Living the organisation's values and behaviours	Operating in line with the values	Our senior team are role models for the organisation's values	4.9	0.2	0.1
Indicator 2: Living the organisation's values and behaviours	Operating in line with the values	The values at my organisation guide the way we work	5.2	0.2	-0.2
Indicator 2: Living the organisation's values and behaviours	Adopting the values	My organisation has clear values	5.8	0.2	0.2
Indicator 2: Living the organisation's values and behaviours	Adopting the values	I share my organisation's values	6.1	0.2	0.3
Indicator 2: Living the organisation's values and behaviours	Living the values	My behaviour reflects the organisation's values	6.2	0.1	0.2
Indicator 2: Living the organisation's values and behaviours	Living the values	I challenge behaviours which don't match the organisation's values	5	0	-0.3
Indicator 3: Empowering and involving people	Empowering people	I have all the information I need to do my job well	5.3	0.3	0.1
Indicator 3: Empowering and involving people	Empowering people	I am encouraged to use initiative in my role	5.7	0.3	0
Indicator 3: Empowering and involving people	Participating and collaborating	I have a say in decisions that affect my role	4.9	0.4	-0.2
Indicator 3: Empowering and involving people	Making decisions	I am trusted to make decisions in my role	5.6	0.3	0
Indicator 4: Managing performance	Setting objectives	I have agreed my objectives with my line manager within the last 12 months	5.4	0	-0.2
Indicator 4: Managing performance	Encouraging high performance	My manager helps me improve my performance	5.6	0.3	0.4
Indicator 4: Managing performance	Encouraging high performance	I feel encouraged to perform to the best of my abilities	5.7	0.2	0.1
Indicator 4: Managing performance	Measuring and assessing performance	I have discussed my performance with my manager in the last 6 months	5.8	0	0.3
Indicator 5: Recognising and rewarding high performance	Designing an approach to recognition and reward	I value my organisation's benefits package	5.6	N/A	0.3
Indicator 5: Recognising and rewarding high performance	Designing an approach to recognition and reward	I am rewarded in ways that match my motivations	4.4	0.3	0
Indicator 5: Recognising and rewarding high performance	Adopting a culture of recognition	I feel appreciated for the work I do	5.3	0.4	0.2
Indicator 5: Recognising and rewarding high performance	Adopting a culture of recognition	Managers are consistent in how they recognise achievements	4.3	0.2	0
Indicator 5: Recognising and rewarding high performance	Recognising and rewarding people	I get appropriate recognition for the work I do	4.9	0.3	0.4
Indicator 5: Recognising and rewarding high performance	Recognising and rewarding people	I am consistently recognised when I exceed expectations	4.8	0.4	0.2
Indicator 6: Structuring work	Designing roles	My work is interesting	5.8	0.3	0
Indicator 6: Structuring work	Designing roles	My role enables me to work collaboratively with other teams	5.5	-0.3	0
Indicator 6: Structuring work	Designing roles	I am able to develop the skills I need to progress	5.1	0.1	-0.2
Indicator 6: Structuring work	Creating autonomy in roles	I have the right level of responsibility to do my job effectively	5.6	0.1	0
Indicator 6: Structuring work	Enabling collaborative working	My role enables me to work well with others	5.7	0	0
Indicator 7: Building capability	Understanding peoples' potential	I make use of my organisation's learning and development opportunities	4.8	-0.2	-0.2
Indicator 7: Building capability	Understanding peoples' potential	I am motivated to develop my skills to reach my full potential	5.4	0.3	0.1
Indicator 7: Building capability	Understanding peoples' potential	I have opportunities to learn at work	5.2	-0.1	-0.1
Indicator 7: Building capability	Supporting learning and development	I know how my organisation invests in learning and development	4.5	-0.2	-0.6
Indicator 7: Building capability	Supporting learning and development	My manager thinks it is important that I develop my skills	5.4	0	-0.1
Indicator 7: Building capability	Deploying the right people at the right time	People are selected for roles based on their skills and abilities	4.6	0.2	-0.1
Indicator 8: Delivering continuous improvement	Improving through internal and external sources	I look for improvement ideas from my colleagues	5.8	0.1	0.1
Indicator 8: Delivering continuous improvement	Creating a culture of continuous improvements	I am not blamed if I make an honest mistake	5.6	0.3	0.3
Indicator 8: Delivering continuous improvement	Creating a culture of continuous improvements	I am responsible for improving the way we do things	5	0.1	-0.1
Indicator 8: Delivering continuous improvement	Creating a culture of continuous improvements	I am encouraged to improve the way I do things	5.5	0.2	0.1
Indicator 8: Delivering continuous improvement	Encouraging innovation	I am trusted to try new approaches in the way I work	5.3	0.3	0.3
Indicator 8: Delivering continuous improvement	Encouraging innovation	My ideas are listened to	5.3	N/A	0.4

Indicator 9: Creating sustainable success	Focusing on the future	My organisation is a great place to work	5.5	0.5	0.3
Indicator 9: Creating sustainable success	Focusing on the future	My organisation has a plan for the future	5.6	0.1	0.1
Indicator 9: Creating sustainable success	Embracing change	My organisation embraces change	5.5	0.3	0.3
Indicator 9: Creating sustainable success	Understanding the external context	My organisation has a positive impact on society	6	0.2	0.1