

Indicator	Theme	2020	2018	Industry	Comment
Indicator 1: Leading and inspiring people	Creating transparency and trust	5.5	0.4	0.2	
	Motivating people to deliver the organisations objectives	5.5	0.2	0.3	
	Developing leadership capability	4.5	0.2	-0.1	
Indicator 2: Living the organisation's values and behaviours	Operating in line with the values	5.2	0.2	-0.2	
	Adopting the values	6	0.2	0.2	
	Living the values	5.6	0.1	0	
Indicator 3: Empowering and involving people	Empowering people	5.5	0.3	0.1	Although improved and above average, still a lot of disagreement
	Participating and collaborating	4.9	0.4	-0.2	Although improved since 2018, still a lot of disagreement
	Making decisions	5.6	0.3	0	
Indicator 4: Managing performance	Setting objectives	5.4	0	-0.2	
	Encouraging high performance	5.6	0.3	0.3	
	Measuring and assessing performance	5.8	0	0.3	
Indicator 5: Recognising and rewarding high performance	Designing and approach to recognition and reward	4.4	0.3	0	Although improved since 2018, still a lot of disagreement
	Adopting a culture of recognition	5.3	0.4	0.2	
	Recognising and rewarding people	4.9	0.4	0.3	Although improved and above average, still a lot of disagreement
Indicator 6: Structuring work	Designing roles	5.4	0.2	-0.1	
	Creating autonomy in roles	5.6	0.1	0	
	Enabling collaborative working	5.7	0	0	
Indicator 7: Building capability	Understanding people's potential	5	-0.1	-0.2	
	Supporting learning and development	4.9	-0.1	-0.3	
	Deploying the right people at the right time	4.6	0.2	-0.1	Although improved since 2018, still a lot of disagreement
Indicator 8: Delivering continuous improvement	Improving through internal and external sources	5.8	0.1	0.1	Pretty good result
	Creating a culture of continuous improvement	5.3	0.2	0	
	Encouraging innovation	5.3	0.3	0.3	
Indicator 9: Creating sustainable success	Focus on the future	5.6	0.3	0.2	
	Embracing change	5.5	0.3	0.3	
	Understanding the external context	6	0.2	0.1	Pretty good result