# UK Organisational Culture Revealed:
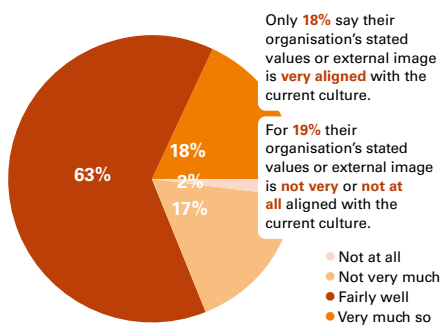## A spotlight on workplace values and behaviours

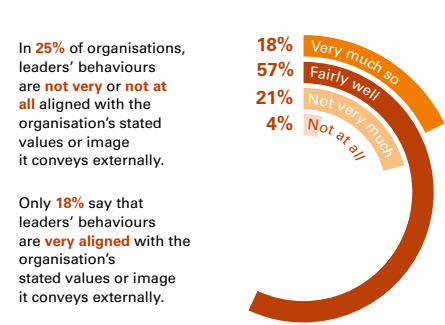**Organisational culture has a significant impact on all aspects of organisational life.**

This survey of 1,179 managers and employees provides insights into the current nature and impact of organisational culture across the UK.
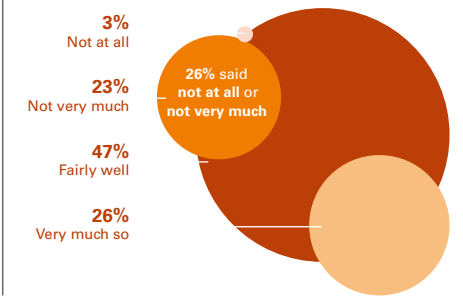
## Is your Culture aligned?

**To what extent does the culture in your organisation align with its espoused values or the image it portrays externally?**

Only **18%** say their organisation's stated values or external image is **very aligned** with the current culture.

For **19%** their organisation's stated values or external image is **not very** or **not at all** aligned with the current culture.

63%
18%
2%
17%

- Not at all
- Not very much
- Fairly well
- Very much so

**To what extent does the behaviour of leaders align with the organisation's stated values or image portrayed externally?**

In **25%** of organisations, leaders' behaviours are **not very** or **not at all** aligned with the organisation's stated values or image it conveys externally.

Only **18%** say that leaders' behaviours are **very aligned** with the organisation's stated values or image it conveys externally.

18% Very much so
57% Fairly well
21% Not very much
4% Not at all

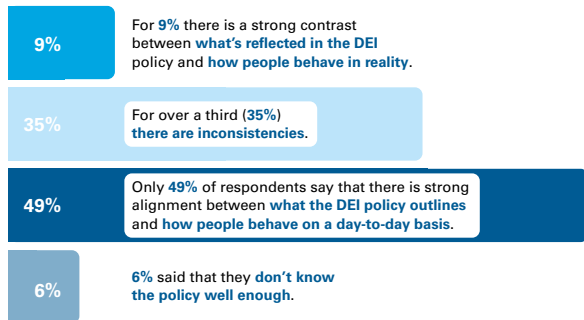**To what extent does your organisation promote people whose behaviours are consistent with the type of culture the organisation aims to create?**

**3%** Not at all

**23%** Not very much

**47%** Fairly well

**26%** Very much so

**26%** said **not at all** or **not very much**

## Diversity, equity and inclusion

**Does employees' behaviour on a day-to-day basis align with what is outlined in your DEI policy?**

9%
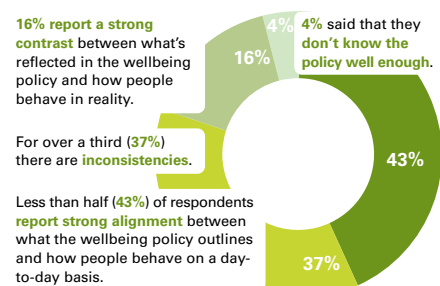For **9%** there is a strong contrast between **what's reflected in the DEI policy** and **how people behave in reality**.

35%
For over a third (**35%**) **there are inconsistencies**.

49%
Only **49%** of respondents say that there is strong alignment between **what the DEI policy outlines** and **how people behave on a day-to-day basis**.

6%
**6%** said that they **don't know the policy well enough**.

**How does your current culture influence inclusivity (whether that be in terms of gender, ethnicity, ability, etc)?**

# 24%
Almost a quarter (**24%**) of respondents report that the **current culture does not support inclusivity**:

**3%** report that the culture **actively encourages non-inclusive behaviours**.

**21%** report that in their culture **non-inclusive behaviours are overlooked**.

# 76%
report the current culture **actively encourages positive choices or behaviours** and **discourages negative ones**.
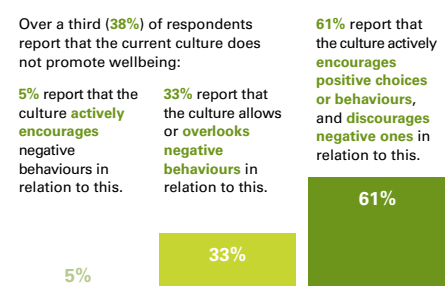
## Wellbeing and ethics

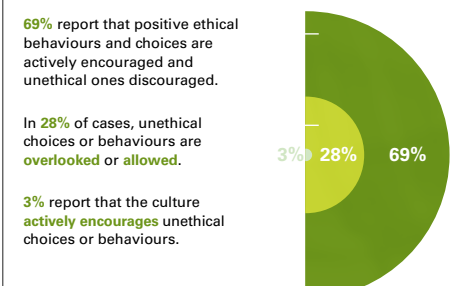**Does employees' behaviour on a day-to-day basis align with what is outlined in your wellbeing policy? (for those that have one)**

**16% report a strong contrast** between what's reflected in the wellbeing policy and how people behave in reality.

For over a third (**37%**) there are **inconsistencies**.

Less than half (**43%**) of respondents **report strong alignment** between what the wellbeing policy outlines and how people behave on a day-to-day basis.

**4%** said that they **don't know the policy well enough**.

4%
16%
43%
37%

**How does your current organisational culture influence employee wellbeing?**

Over a third (**38%**) of respondents report that the current culture does not promote wellbeing:

**5%** report that the culture **actively encourages** negative behaviours in relation to this.

**33%** report that the culture allows or **overlooks negative behaviours** in relation to this.

**61%** report that the culture actively **encourages positive choices or behaviours**, and **discourages negative ones** in relation to this.

5%
33%
61%

**Almost a third (31%) of respondents report that their organisational culture does not promote ethical choices and behaviours...**

**69%** report that positive ethical behaviours and choices are actively encouraged and unethical ones discouraged.

In **28%** of cases, unethical choices or behaviours are **overlooked** or **allowed**.

**3%** report that the culture **actively encourages** unethical choices or behaviours.

3% 28% 69%

# The opportunity for more effective culture change initiatives

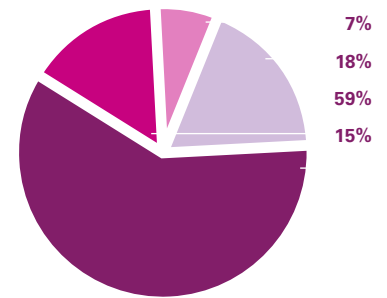### Do you believe that improving the organisational culture would increase your organisation's value?

2%
13%
45%
40%

- Not at all
- Not very much
- Somewhat
- Very much so
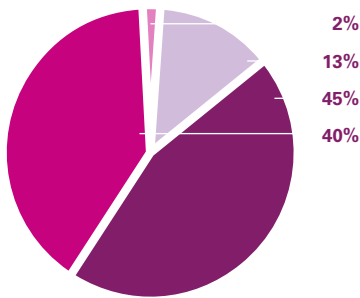
**85%** agree that improving culture would increase their organisation's value; **40%** of those 'very much so.'

### Is the current culture in your organisation enabling of business needs?

2%
13%
57%
28%

- Not at all
- Not very much
- Somewhat
- Very much so
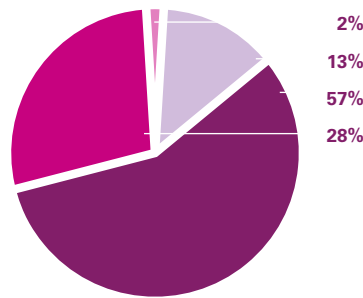
For most **(57%)**, the culture is only 'somewhat' enabling of business needs, and for **15%** culture is 'not very' or 'not at all' enabling.

### Do you believe your organisation's current culture is where it needs to be?

7%
18%
59%
15%

- No, it needs a substantial overhaul
- No, it needs considerable work to get to where it should be
- It needs some work but is close to where it needs to be
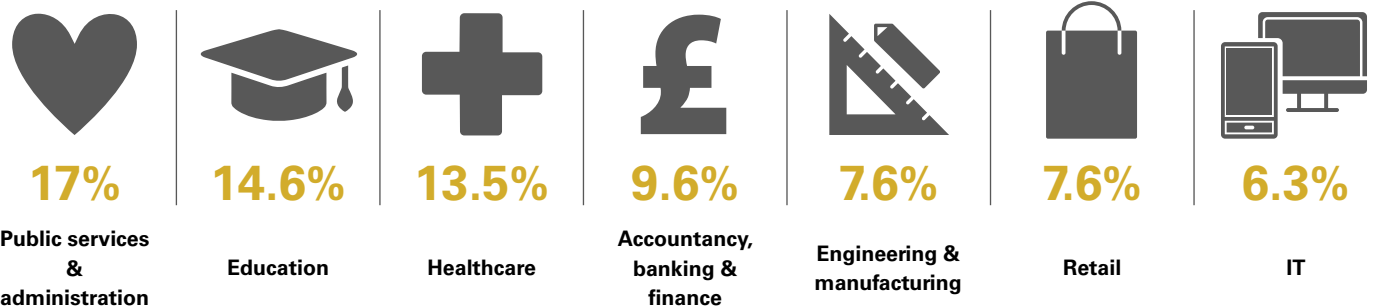- Yes, the culture is where it needs to be

There is value to be gained from effective culture change, but for the majority of organisations, it's cultural evolution, not revolution that's needed.

## Survey demographics

# 1179 UK employees

**27%** from medium-sized organisations (250-999 employees)

**73%** from large organisations (1000+ employees)

**17%** Public services & administration

**14.6%** Education

**13.5%** Healthcare

**9.6%** Accountancy, banking & finance

**7.6%** Engineering & manufacturing

**7.6%** Retail

**6.3%** IT

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SMALL BUSINESS CHARTER

PRME CHAMPIONS — Principles for Responsible Management Education

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