



The Values Pledge

Values Pledge: The Commitment

Our values are what motivate and inspire us.

They guide our decisions and our behaviours and help us do the right thing.

They define who we are, what we believe and how we work.

We, the *leadership team descriptor* of *XXXX organisation* commit to putting values at the heart of our organisation.

By signing up to the Values Pledge, we publicly commit to strive towards being an authentic, values-driven organisation.

We commit specifically to:

1. CLARITY: identifying our true values and clearly describing what we mean by them.
2. PRACTICE: putting our values into action throughout the organisation.
3. ASSESSMENT: measuring the impact our values have internally and externally.
4. DEVELOPMENT: learning from our efforts and continuously developing the way we bring our values to life in everything we do.

We believe that becoming a values-driven organisation will improve our business in a sustainable way. It will build trust and commitment and benefit all our stakeholders (employees, members, customers/clients, partners, investors, and local communities) and society in general.

Values Pledge: The Spirit

In making this pledge, we align with its spirit.

The Values Pledge has grown out of a heartfelt desire to support organisations that want to be their best and thrive through being authentic to what they care most about. The Pledge emphasises the importance of ongoing collective involvement, learning and curiosity, fostering greater resilience in the face of setbacks.

Values-driven organisations pursue continual discovery and improvement rather than compliance and a fixed destination. Different parts of the organisation may have different starting points and take different paths. Transformation takes time. Mistakes are likely to be made along the way, and that is a valuable part of the learning process.

Underpinning values-driven organisations is an appreciation for who we are as human beings and how we work together.



Values Pledge: In Practice

We pledge to put values at the heart of our organisation and in practical terms this means:

1. Clarity - our values are...
 - identified with wide-spread employee and other stakeholder involvement based on our experience of being at our best, so they are real and not imagined
 - labelled and described in simple and practical terms, making expectations clear
 - communicated regularly: internally and externally; formally and informally
 - understood by all: what they are, what they mean and how they connect at a personal level

2. Practice – our values are...
 - visible and used everywhere by people at all levels, in words, decisions and behaviour
 - referred to and activated in our policies and processes
 - actively used to make decisions about the direction and development of the business, including our strategy and governance
 - reflected in how we spend our time and our resources, both inside the company, and in relationships with different stakeholder groups
 - championed by leaders, recognising examples of values driven behaviour

3. Impact – we...
 - give each other constructive feedback and hold ourselves accountable
 - seek, measure, share and act upon the perceptions of our people, customers, service partners/suppliers and other stakeholders
 - use a combination of objective assessment and subjective feedback including self-reflection
 - publicly report values and culture metrics and achievements alongside financial and other business indicators

4. Development – we...
 - take time to reflect on our key decisions, consciously referring to our values
 - learn, individually and collectively from all the available information and perceptions and continuously develop to live our values more fully
 - tackle the complexity of competing values through open and robust debate
 - review and update policies and processes to reflect our learning
 - share what we've learned with other organisations and groups, and learn from their experience