

# FINANCE CULTURE

## Putting finance at the heart of sustainable progress

How far is sustainability currently integrated into the finance function and its culture?

The maturity map is designed to enable you to assess what you are currently doing and how you can advance to a leading position. It has been developed as a way to capture the different dimensions of finance culture.

Factor	Finance culture limits the integration of sustainable decision making	Finance culture allows some integration of sustainable decision making	Finance culture enables the integration of sustainable decision making
Leadership	<ul style="list-style-type: none"> <li>There is little or no clear vision or case for change from leadership to integrate sustainability in the business model.</li> <li>Leaders are inconsistent, unclear or not bought into driving the sustainable business agenda and don't give finance a clear mandate to integrate sustainability into their role.</li> </ul>	<ul style="list-style-type: none"> <li>There is a vision and case for change to integrate sustainability into the business model, though this is only partially demonstrated by leadership behaviours.</li> <li>There is support from leadership on the sustainable business agenda, but this is not reflected at all layers of management which leads to a partial mandate to integrate sustainability into its role.</li> </ul>	<ul style="list-style-type: none"> <li>There is a clear sustainable business vision and supporting strategy which are reflected in leadership's response to risks and opportunities and in their demonstration of desired behaviours at all layers of management.</li> <li>Leaders set a consistent tone from the top for integrating sustainability into the business model and give finance a clear mandate to integrate sustainability into its role.</li> </ul>
Roles and responsibilities	<ul style="list-style-type: none"> <li>Roles and responsibilities for sustainability are not clear to the individual.</li> <li>There is little or no relevant governance framework in place and the operating model does not integrate sustainability.</li> <li>The finance team do not understand how they can support the integration of sustainability into their business and financial decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Some individuals understand their role and responsibility for sustainability, but many do not.</li> <li>The governance framework and operating model recognize the sustainable business vision but do not yet integrate it effectively.</li> <li>Some finance team members understand how they can support the integration of sustainability into their business and financial decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Individuals understand and embrace their own roles and responsibilities for sustainability, and the roles and responsibilities of others.</li> <li>The governance framework and operating model are strong, fully integrated, and able to drive sustainability effectively within the organization.</li> <li>The finance team supports and encourages the integration of sustainability into business and financial decisions.</li> </ul>
Competence / capability	<ul style="list-style-type: none"> <li>A sustainable business capability and resource assessment has not been carried out, people are assumed to have the right skills and capabilities to deliver on their finance role.</li> <li>Sustainability competencies for finance have not been identified.</li> <li>No sustainability linked training identified.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable business capability and resource assessments may have been carried out for some, but not all, finance teams.</li> <li>Sustainability competencies have not been identified and recruitment processes do not include consideration of experience in integrated decision making.</li> <li>Appropriate CPD and training are not routinely offered. Individuals are largely 'learning as they go'.</li> </ul>	<ul style="list-style-type: none"> <li>Full sustainable business capability and resource assessments have been carried out in the finance function.</li> <li>Sustainability competencies have been identified and included in recruitment processes</li> <li>Staff routinely engage with CPD and training which supports integrated decision making.</li> </ul>
Ways of working	<ul style="list-style-type: none"> <li>Organizational messaging does not promote the integration of sustainability as a priority.</li> <li>Finance processes and tools that would support integrated decision making are not available.</li> <li>Ways of working and structures do not encourage integration of sustainability in the finance function.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational messaging supports the integration of sustainability and long term thinking.</li> <li>Finance processes and tools are available that support integration into decision making, however these are not used routinely.</li> <li>Ways of working and structures encourage integration of sustainability in the finance function.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational messaging actively promotes the integration of sustainability and long term thinking as a priority.</li> <li>Relevant sustainability related finance processes and tools are available and used as 'business as usual'.</li> <li>Ways of working and structures encourage and promote integration of sustainability in the finance function.</li> </ul>
Performance management	<ul style="list-style-type: none"> <li>Individuals performance management measures do not include clear sustainability targets.</li> </ul>	<ul style="list-style-type: none"> <li>Individuals performance management measures include sustainability targets, but these are not effectively applied and/or are not used to incentivize performance.</li> </ul>	<ul style="list-style-type: none"> <li>Clear end to end integrated performance management defines and measures consistent standards for each individual and incentivizes performance.</li> </ul>
	Beginner	Intermediate	Leader