

MEMBER SERVICES REPORT 2019 REPORT AND 2020 ACTIVITIES

DISRUPTION

**INCLUSION,
DIVERSITY &
BELONGING**

**Talent
management**

**KINDNESS
AT WORK**

**CAREER
RE-SKILLING**

Brexit

**DIGITAL
LEARNING**

Employee Experience **CULTURE** **Reward**
Resilience

**FUTURE
OF WORK**

**Mental
Health**

ETHICS OF AI

TECHNOLOGY

ANALYTICS



Ben Higgins, Chair City HR and MD HR, UK and Ireland, Société Générale with Gemma Critchley, Aviva; Nick Shackleton-Jones, Author and Digital Learning Head, PA Consulting and Andrea Eccles, CEO City HR



Our AI and Analytics Partners at Oracle: Peter Cook, Financial Services Sales Director, HCM; Nicky Younger, Financial Services Sales UK&I; Kerry Nutley, Strategy Director, HCM



David Littlechild, Global Head of Culture, Engagement & Wellbeing at the London Stock Exchange Group with Ben Higgins, Chair City HR

HOW FIRMS USE CITY HR

“Provision of HR insights and research on people practice”
Major Retail and Corporate Bank

“Professional know-how and personal development through training and experiential learning”
International General Insurance UK

“Peer discussions, best practice and networking”
Hermes Investment Management

“Latest techniques and trends through the benchmarking survey”
Société Générale



Reverend Richard Coles, keynote speaker on Putting People First at the 2019 City HR Conference

HOW CITY HR AIDS PROFESSIONAL DEVELOPMENT

- Safe space to acquire latest industry knowledge and personal development at all levels from experts and peers
- Enhancement of personal skills for leadership positions (including influencing, governance and CEO support)
- Women in Leadership programme with role models
- Board and Shadow Board experience

ABOUT 2019

The UK political uncertainty of 2019 created an opportunity for many people leaders to think about not only what we do and how we do it but to consider more deeply the impact of change or uncertainty on our workforce. As we focused on during our November conference, the conundrum of how to enable every worker to feel comfortable in the workplace is now the cornerstone of our activities. Bottom line, we all want to foster working environments that enable everyone to meet their personal and professional goals and, of course, “bring our whole selves to work”.

There are four pillars, the ‘4Rs’ which form the foundation of our City HR services. These are **Regulation, Remuneration, Reputation and Resilience** and these were all evident throughout the course of 2019. Virtually all of our members are now in scope of the Senior Managers and Certification Regime and I am pleased that the Association worked alongside its Taskforce of Expert Advisors to ensure that firms working towards the 9th December deadline were supported.

Our **Employee Conduct Rules ‘Train-the-Trainer’ programme**, which provided in-house trainers with a toolkit customised to their firm, was delivered to over 80 firms over three years and proved our most popular offering. This programme will continue **throughout 2020** so that FCA solo-regulated firms can meet their final obligations on conduct rules training and fitness and propriety certification by December 2020.

Of course, that is not the only regulation concerning members right now; the constant evolution continues! **CRDV** will apply from January 2021 and the **Investment Firm Regulation and Directive (IFR/IFD)** will come into force in June 2021 and will probably apply from remuneration year 2022. Needless-to-say, final details and guidance will form the bedrock of our Compensation Fora and networking group discussions.

Culture has also continued to feature and City HR engaged with the FCA on its **Transforming Culture in Financial Services** initiative. The early part of the year saw the FCA replicate its culture sprint on Speak Up: Building Psychological Safety and this will be followed up by a similar agile working session on **Reward and Incentives**.

The big issue that dominates the people agenda is **the Future of Work**. So far, the Association has worked with leading experts to support members on HR and business transformation, the likely roles of the future, agile working and re-skilling the workforce. In 2020 our focus will be on **supporting individuals through change**.

That brings me to our final pillar - that of resilience. Helping employees to cope with change and adapt to new technology and methodologies is key to creating the right employee experience and this will remain at the forefront of our minds for 2020.

On behalf of the Board, we all very much look forward to seeing both familiar faces and welcoming new members throughout the year.

Ben Higgins,
Chair, City HR Association
Managing Director, Head of HR, Société Générale, UK and Ireland



Jason Buwanabala and Miles Thomson from PwC with conference delegates Monique Brown, HR Director, BlueBay Asset Management and Jacqui Gavin, Speaker and D&I Lead at Cambridgeshire Fire Service



Conference Expert Insights on Diversity and Inclusion from Pauline Miller, Head of Talent Development and inclusion, Lloyd's Corporation; Jacqueline Davies, MD Audacity, NED and Author; Jacqui Gavin, Diversity and Inclusion Lead, Cambridgeshire Fire Service

ABOUT 2020

There is something reassuring about the date 2020. It has connotations of both vision and the future. To this end the Association is optimistic about embedding people initiatives that support change and create a happier working environment whilst continuing with **getting the workforce future ready**.

This gets off to an early start with our **Mental Health and Resilience** programme commencing on Blue Monday. Giving managers the tools and confidence to help employees in the workplace is critical as well as understanding what is available across the market for employers in general. By sharing experiences of individuals affected by such health issues - and how they adapt to change - is a key aspect of developing resilience.

During the year the Association will also look at **behavioural science and neural networks** to see how people learn and respond to scenarios ranging from digitisation to behaviour from colleagues which create the wrong culture. The Association is collaborating with specialists in these fields to assess people's propensity for learning and to analyse why people sometimes behave in a positive or counterproductive way.

The futuristic aspect of the Association's work continues with a deeper dive on **AI and workforce management** with much of this being delivered with our technology partner, Oracle. As well as looking at the evolution of technology and AI as part of business transformation there will be emphasis on getting our people skilled and ready to make the transition to new methods of working. Underpinning this, from HR's perspective, will be the **ethics and risks around transformation** which will feature in the 2020 programme.

The four pillars have already been covered, particularly resilience. On the reward, regulation and reputation front the usual much valued Compensation and Regulation Forum will continue under the leadership of our reward experts. In addition, engagement with the FCA's work on Transforming Culture in Financial Services will see the delivery of a joint programme on **Reward and Incentives** to look at how firms can deliver employee recognition (including non-financial incentives) within the tramlines of the remuneration code, SMCR and other reward related directives.

Above all, 2020 will see the launch of our work on the **Generation Span** as new development opportunities are introduced for NextGen Leaders including the **Shadow City HR Board**. The last **benchmarking survey** proved that there are five generations working in City and Global firms and our next survey - which **commences in June this year** - will explore other critical people practices and trends.

The mandate for City HR is clear. The mission is to help our members build a brighter future for our workforce which is fair, **inclusive and supportive** and by focusing on the **employee experience** the hope is to create a happier workplace for our people.

Andrea Eccles,
Chief Executive,
City HR Association

NOMINATIONS FOR CITY HR SHADOW BOARD

The purpose of the Shadow Board is two-fold.

1. To aid the development of next generation HR Leaders
2. To bring the next generation perspective into the activities of City HR and connect with members in the first ten years of their careers

The Shadow Board will develop its own ideas and present these to the main board, with accreditation for their initiatives. Training will be provided in being an effective Board Member.

Full details - including nomination process will be published end of January 2020.



Pauline Miller, Head of Talent Development and Inclusion, Lloyd's Corporation

LAUNCHING 2020

- Expert led sessions and peer to peer discussions on topics relevant to the Canary Wharf HR population
- The Financial Services Skills Taskforce final report by The City UK, EY & the City of London Corporation
- Social Mobility Research Report by the City of London Corporation & Bridge Group
- Free Cyber Security Training through Cyber Griffin from the City of London Police. Apply via www.colp.uk/cybergriffin
- On-going Doctorate Research by Amanda Scott "Change in a VUCA World: the implications for the people agenda". Member insights welcome, with publication due early 2021

THE INCLUSIVE MEMBERSHIP FEE

This year sees the introduction of the all-inclusive subscription for City HR membership. This means that all training or knowledge sharing programmes previously charged at cost will now be free to member firms, where eligible. This includes one free conference ticket per organization. The only exceptions are the contracted out activities in the panel on the right. Examples include the City HR Benchmarking Survey and the HR Guild's National HR Leadership Programme.

Please note that there is one subscription fee per firm which covers all HR staff. The Nominated Representative of each firm has a list of inclusive services and these are summarised in the inset panel.

Non members will be required to pay to attend City HR programmes and should contact the City HR office for the prevailing rate.

ABOUT THE CITY HR ASSOCIATION

City HR was founded in 1973 as the Professional Association for HR in Financial Services. We now support 190 organisations across the sector who derive value from our activities. We are run by a board of directors many of whom hold senior roles in HR within our member firms. These are:

Ben Higgins	Chair	Société Générale
Barbara Turner	Vice Chair	Canopus
David Barnett	Hon Treasurer	Mitsubishi UFJ Trust and Banking Corporation
Andrea Eccles	Chief Executive	City HR Association Limited
Cindy Mahoney		City HR Association Limited
Nick Hurley		Charles Russell Speechlys LLP
Louise Batchelor		Bank of Ireland
Kate Hamilton		Guy Carpenter
Rob Stanton		Ark
Monique Brown		BlueBay Investment Management
Ella Gosling		Just Insurance Group Limited
Louise Brown		HSBC

Special Advisors

Stephen Sidebottom, Paul Hucknall, Charlotte Sweeney OBE

OUR MISSION

Our mission is simple. Acting as the voice, being a technical resource and providing thought leadership in the City and Financial Services Sector Community on people related issues.

CITY HR WEBSITE AND PEOPLE MATTER NEWSLETTER

Please do visit our website on a regular basis for an update on our events and to view new library materials on our Resources page. The quarterly newsletter PEOPLE MATTER also provides latest information, insights and thought leadership on key HR topics for the financial services market and beyond.

THE CITY HR TEAM

The team are (L to R); Sam Bailey, Operations Manager, Cindy Mahoney and Andrea Eccles, Chief Executive.



CITY HR MEMBER SERVICES CHECKLIST: WHAT IS INCLUDED FOR 2020

- Lobbying, Representation and Consultation with external bodies on behalf of, or with, members
- Active Presence in Financial Services and HR Community
- Best Practice Publications
- Four Member Fora on Employment Law and People Issues
- HR Analytics and AI Club on People Metrics
- Extensive Free Seminars and Events
- Website with Digital HR Library and Videos
- Electronic Newsletter 'People Matter'
- Networking Groups by Industry and HR Specialism
- Expert Insights and Peer Discussions
- Two Compensation Fora by invitation
- Annual Regulatory Briefing
- Women in Leadership Programme
- Annual City HR Conference: 1 delegate per firm
- Surplus places allocated on a free basis (excl. extra conference tickets which attracts a venue delegate rate)

Contracted Out Activities (Discounted and still charged: POA)

- Bi-Annual HR Policies Benchmarking Programme
- Employee Conduct Rules Training
- HR Business Partner Training (external)
- National HR Leadership Programme (HR Guild)

APPRECIATION OF SPONSORS AND GROUP LEADERS

The Directors of City HR would like to express their sincere thanks to our outstanding sponsors alongside our Networking and Special Interest Group Leaders who provide us with both resources and expert insights which significantly benefit the membership.

In particular, appreciation is extended to the following individuals at **Oracle** for their support as our main sponsor and their partnership on the AI and Analytics Club: Peter Cook, Kerry Nutley, Abi Taylor and Sophie Geering.