

Round Up Report: including Member Proposition 2023

Dear Member

I was delighted to assume the role of Chair at the June AGM, having succeeded Ben Higgins, MD and Head of HR for UK and Ireland at Societe Generale. On behalf of the Board, I express my sincere thanks to Ben for his excellent stewardship between 2018 and 2022 and aim to build on his legacy as the Association heads into its next growth cycle.

This is a really exciting time to lead City HR as it celebrates its 50th Anniversary in 2023. My first 90 days were focussed on working with our first class Board on three elements. These are to understand member needs, build on our success and **deepen our value led member proposition**. We have undertaken three focus groups and reviewed the requests from our 2022 Benchmarking Survey - capturing insights from almost 50 member firms - and this has informed our 2023 direction. The Association is ready to offer a dynamic member experience, supporting HR in the journey to navigate the next era for the 'People agenda' alongside a complex macro and micro economic backdrop.

Our 50th milestone offers the chance for golden opportunities to become **Future Fit**. To achieve this, our services will focus on **growing HR talent** within member firms, **knowledge sharing** across the membership and **providing the tools and people analytics to empower HR for the future**. Above all, the Association wants to give back within the community.

On page 3 you will find a full reminder of what City HR delivers and how this will align to employees at Entry, Next Generation and Senior HR levels. The back page also explains our need to add two extra resources to the City HR Team to maintain our growth, and meet our members' demands.

The City HR Conference in November 2022 on Activating People Success was the perfect launch for our anniversary celebrations and you will find reminders of this event in the photographs throughout this document and the Events Schedule 2023. Please also see our 2023 Events Schedule for the Golden Moments we are delivering to recognise 50 years of supporting people activities in financial and professional services.

The support and involvement of member firms is much valued and we look forward to working with you throughout 2023. **Our aim is to innovate, initiate and inspire and I hope you find this in our activities.**

Louise Brown,
Chair, City HR
Head of HR, UK, Canopus



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Members of the City HR Shadow Board at the City HR Conference drinks reception



Alderman Vincent Keaveny and Sally Gunnell OBE at the City HR Conference



City HR members at the 2022 Annual Conference at the ICAEW

THE CITY HR BOARD



Louise Brown, Chair
Canopus



Ali Trauttmansdorff,
Vice Chair
Alvarium Investments



Monique Brown,
Vice Chair
Rothsay



Barbara Turner
Canopus



Andrea Eccles, CEO
City HR Association



David Barnett, Mitsubishi
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Lucy Espinal-Rae
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Steve Woodhouse
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Martin Jackson
Federated Hermes



Fenil Khiroya
Standard Chartered Bank



Ella Gosling
Interim Director, People and
Culture at Morden College



THE 2023 MANDATE

2023 - About Reformation, Restoration and Celebration

The People Agenda continues apace as organisations consider the implications of the announced regulatory reforms in December. Against the backdrop of economic uncertainty and the negative impact on employee pay this is also a year where organisations will do their best to restore employee sentiment and design their organisations to be their most effective.

How can HR help with the challenges ahead? The results of our recent benchmarking survey told us that **it is not just about how we pay and develop our people but how we treat and progress them**. Emerging from the impact of Covid, firms are once again looking at people analytics and how this can inform our leadership, build employee engagement and shape fair processes to help the business and its people grow. City HR will be working with a leader in this field - "Insight222" - and this will mark the **return of our People Metrics Club**.

Having set the baseline for data and insights the next step is to understand how this impacts the employee life cycle. The economic uncertainty and announced reforms will clearly have **implications for reward** whether this be the **cost of living crisis or regulatory changes**. The first event of 2023 will assess the impact and actions to deal with these effects and our external Reward and Accountability Leads will be helping members in this respect.

This brings us to how we treat people at work. Significant work has been deployed by members on **employee engagement surveys, benefit interventions and wellbeing strategies** such as a menopause policy, to make the workplace more nurturing. Wellbeing will continue throughout the year alongside fairness in the workplace and **our focus on EDI will be maintained** including involvement in race equality week and looking at all protected characteristics whilst awaiting the Joint Regulator's Consultation Paper on this important topic.

All these elements will tie into our **newly formed ESG for HR Group who launch on 17th January** with their first HR Community Chat. Members are invited to join them to explore this topic through both the HR lens (what are we all doing and seeing in this area) and the Investor lens (what are external stakeholders expecting from our HR data in their RFPs).

This is also a celebratory year for the Association so what **golden opportunities** can we expect across the membership? Career progression is the key here for individuals and the profession. There will be Masterclasses on relevant business and people topics, more in-person networking opportunities and interventions at all levels - from entry to the board - to aid progression.

The Events Schedule 2023 has been colour coded to help members find the right session to address their needs and aspirations and to help leaders guide their teams in this respect and Page 3 explains how this works.

Finally, **2023 is a golden opportunity to give back**. City HR will be working with three charities who would benefit from the world of HR from an employability and wellbeing perspective. Details on how to get involved will be communicated in the New Year.

Andrea Eccles,
Chief Executive,
City HR Association



Conference keynote speakers Olympic Gold Medallist **Sally Gunnell OBE**, Paralympic Gold Medallist **Danny Crates (LHH)** and **Dr Mike Higgins** with panellists and City HR members



Louise Brown, Chair and **Andrea Eccles**, CEO, City HR with **Sally Gunnell** and her Olympic Gold Medal!



Gian Power, TLC Lions delivering his powerful and moving session at the conference

SHADOW BOARD UPDATE

The past 12 months have presented us with an opportunity to once again evolve, grow and embrace what the future may bring.

At the City HR AGM, we formally welcomed 6 new shadow board (SB) members to the team. As part of the HR learning roadmap that was presented at the AGM, the SB led a panel discussion to highlight how unique opportunities like a SB can play a vital role in our own learning journeys within HR. Legacy members spoke about the opportunity to contribute at a strategic level and the benefit of building a meaningful network. The new SB recruits also shared their hopes and aspirations to make a more meaningful contribution to the HR profession and defying some of the fears of having a seat at the table.

We have continued to contribute to the HR community chats, regularly participating in the rich dialogue that this forum promotes, as well as curating and leading some of these sessions. Two particular highlights for the SB were Pride in the City which focused on the lesser known aspects of the LGBTQ+ community and Performance Management in 2022, that looked at current trends, challenges, embedding D&I, the importance of transparency and the use of technology.

More recently, at the annual City HR conference the SB took to the main stage to highlight the importance of sponsorship when activating people success. The session touched on the 12 roles in our own personal boardroom and the need to sponsor colleagues from underrepresented groups. The research and data presented truly reaffirmed the critical role sponsorship can play if we are committed to retaining and enabling diverse talent to progress in Financial Services.

The SB have continued to focus on the City HR social media strategy which will remain a key priority in 2023. We are also exploring other channels and tools to engage and fulfill our members' needs, and in turn ensure City HR is future fit for the next 50 years. At the conference Sally Gunnell urged us to think big and also spoke about the importance of challenging ourselves as it is the only path that will lead to growth. The SB remain committed to doing exactly this and we would like to thank you and everyone that has partnered with us over the past year.

The application process to join the SB will re-open over the coming months. If you are interested in applying or understanding more about how the City HR Board and SB work together, please don't hesitate to get in touch. City HR's golden year will be one to remember and we look forward to welcoming new SB members to the team.

Clair Walford - City HR Shadow Board Member

The 2023 Events Schedule – Colour Coding

Most of City HR Events are suitable for HR professionals at all stages of their career. Some bespoke events have been curated to meet the needs of Entry, Next Generation and HR Leaders across all disciplines and specialist areas. Here is a guide to what you can expect:

The Development of Entry to Intermediate HR	The Development of NextGen Leaders	Senior Leaders and Expert Specialists	50th Anniversary - Golden Opportunities
<ul style="list-style-type: none"> Bespoke sessions on the core elements of HR to inspire career development A Day in the Life of People Leaders in Reward, EDI, Talent Management, Resourcing and Leadership to put into perspective the breadth of a career in HR Masterclasses delivered by senior practitioners on the HR issues impacting financial services 	<ul style="list-style-type: none"> Applications for the Shadow Board Open January 2023 Access to the National HR Leadership Programme run by the HR Company and supported by City HR Opportunity to present at HRCCs or engage in bespoke committees such as the new ESG User Group Confidence Building through mentoring, project work and presenting at the conference 	<ul style="list-style-type: none"> Weekly HR Community Chats on the full array of HR activities including presentation and panel slots Participation in Sector and HR discipline peer discussions and knowledge sharing Involvement in best practice development Access to the Non-Executive Directors Programme for HR Leaders run by the HR Company and supported by City HR 	<ul style="list-style-type: none"> Special events on critical HR topics aligned to a Golden or 50 theme One free ticket per member firm to Gala Dinner on 17th May Opportunity to provide golden moments for the external community including Careers Fairs, Charity Events and supporting employability projects.

HR COMMUNITY CHATS DURING 2021 AND 2022

Taking place every Tuesday at 9am, and continuing throughout 2023, topics covered included:

- **ESG**, Simmons & Simmons and Rothschild & Co (Podcast)
- **Manage Resilience, Avoid Burnout, Protect Mental Health**, Visium Consulting and IQUW (Podcast)
- **Strategic Workforce Planning**, Perry Timms (Podcast)
- **Pride in the City**, Stonewall, Inclusive Employers and City HR Shadow Board (Podcast)
- **Compensation and Motivation**, PwC, LHH, UBS, Aon McLagan and City Pay Associates (Podcast)
- **Women in Leadership**, LHH and Taylor Wessing LLP
- **EDI Focus**, Aspirations and Standard Chartered Bank
- **Sustainability**, UCL School of Management, LHH and Morgan Stanley
- **Driving the Social Mobility Agenda**, Socio Economic Taskforce, Making the Leap and Enterprise Rent-a-Car

To see these chats on catch-up, please contact sambailey@cityhr.co.uk

For a full list of all 2022 events and our fantastic contributors and supporters, please click [here](#).

Slides from our HR Community Chats are to be found on our website, please click [here](#).

For All :

- Networking Opportunities
- Cross firm working parties
- Career progression insights
- Knowledge sharing



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 MEMBER SERVICES

CHECKLIST:

WHAT IS INCLUDED FOR 2023

- HR Community Chats on Tuesdays 9am – 10.15am delivered virtually
- Lobbying, Representation and Consultation with external bodies on behalf of, or with, members
- Active voice in Financial Services and the HR Community
- Best Practice and Research Publications
- Three Member Fora on Employment Law and People Issues (hybrid)
- Extensive Free Seminars and Events
- Website with digital HR Library, Videos and Podcasts
- 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 in person and multiple attendees via the virtual platform

Contracted Out Activities

(Discounted and still charged: POA)

- Biennial HR Policies Benchmarking Programme
- HR Business Partner Training (external)
- National HR Leadership Programme (via HR Company)
- NED Programme for HR Leaders (via HR Company)

CITY HR IS GROWING

During 2022, City HR has conducted a Board Off-site and Member Focus Groups to assess the services delivered to members and the resources required to continue the Association's growth. On the radar for 2023 is more investment in our website, enhanced data analytics, more knowledge sharing and the potential development of a member services app.

City HR currently has three permanent employees at the hub and a first class team of outsourced specialists in IT and website development, print and publications alongside newsletter, film and podcast production. **The core team is Andrea Eccles, CEO, Cindy Mahoney, Head of Talent and Communications and Sam Bailey, Operations Manager.** The plan is to add two more members to the team:

- a Deputy CEO with line HR experience alongside lobbying, consultation and influencing with the desire to manage multiple projects with a range of internal and external stakeholders
- a data analyst with good IT skills to develop the app and facilitate more structured member knowledge sharing and data insight.

Please contact andreaeccles@cityhr.co.uk for further details and look out for future announcements regarding new hires!

SAVE THE DATE

City HR looks forward to seeing members on the Virtual HR Community Chat every Tuesday between 9 am and 10.15 am. Please see our separate Events Schedule 2023 for the topic, content, speakers and details, including the location where these are in person.

Please SAVE THE DATE for the following **in person/hybrid events**

- Golden Anniversary Gala Dinner on 17th May 2023 at the Guildhall Crypts
- City HR AGM hosted by Charles Russell Speechlys on 27th June (4 pm to 6 pm and then networking reception)
- City HR Annual Conference on 29th November

Most meetings are available to members on catch-up by contacting the City HR Office and deeper insights on HR issues are contained in our quarterly e-newsletter PEOPLE MATTER and hot-topic podcasts.

EXPRESSION OF APPRECIATION TO OUR SPONSORS AND NETWORK LEADERS

Our membership services are significantly enhanced by our Sponsors (LHH and PwC) and Special Interest Group Leaders both of which provide us with outstanding resources and expert insights. Whether this is relating to reward, policy, employment law, regulation, hybrid working, ESG, talent or geographical domicile and related interests of organisations, our Sponsors and Network Leads ensure that HR has the research and knowledge-sharing abilities to make life on the front-line easier.

LOOK OUT FOR DETAILS OF OUR CHARITY PARTNERS IN THE NEW YEAR AS CITY HR GIVES BACK AS PART OF ITS GOLDEN CELEBRATION.



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