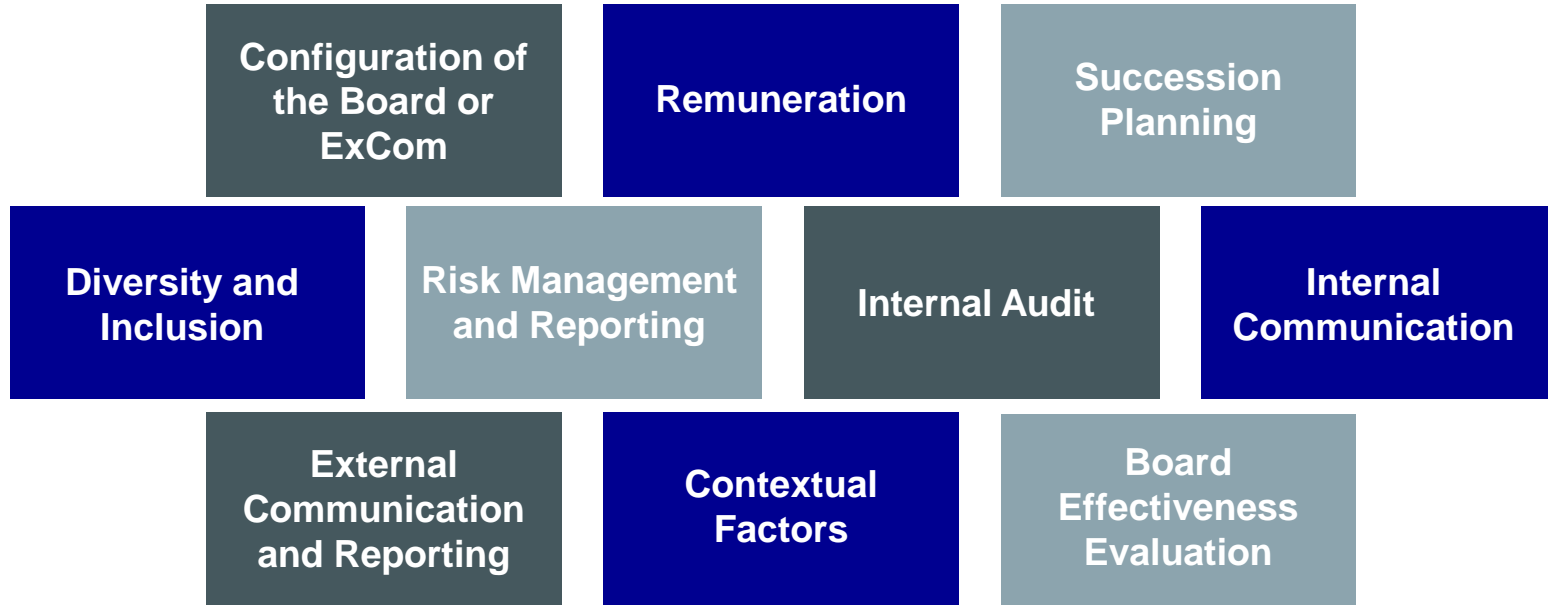
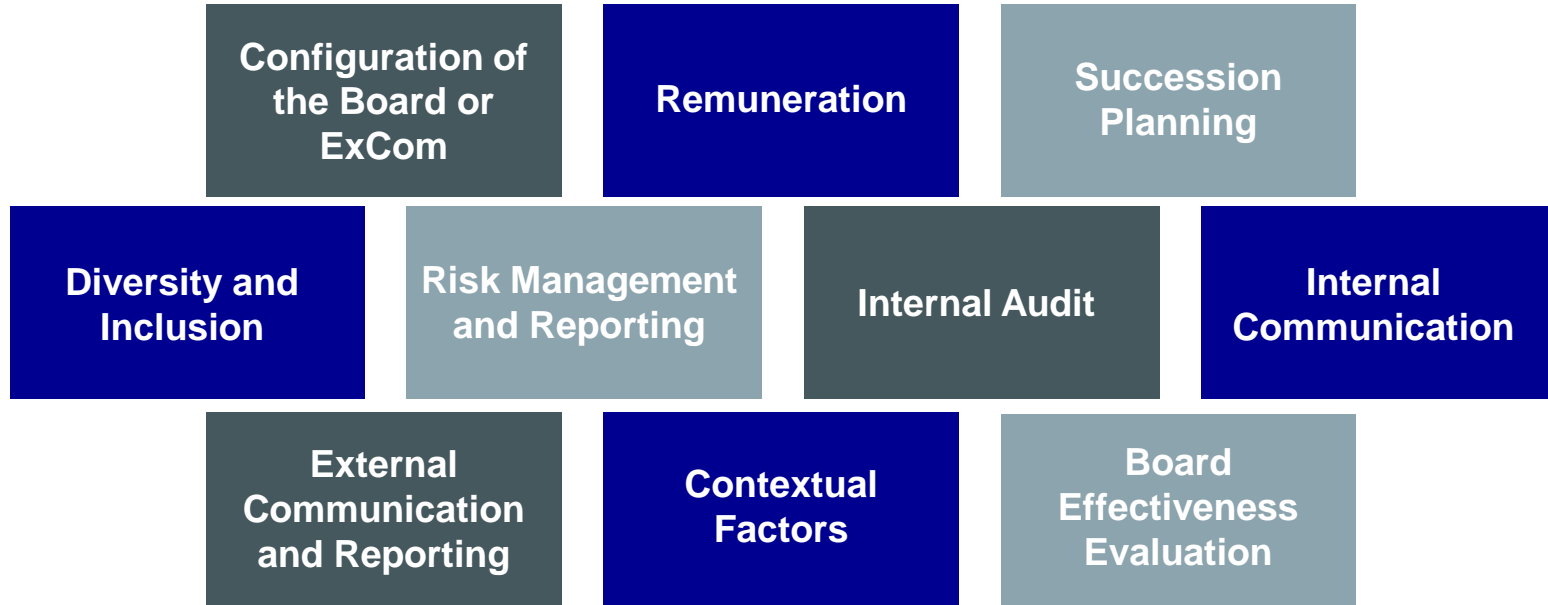


Governance: Ten Areas for HR Influence



Source: City HR Association 'Measuring Up: Advanced People Analytics for City Employers' (June 2017) derived from (i) Financial Reporting Council 'Developments in Corporate Governance and Stewardship 2016' (Jan 2017) and (ii) CIPD 'A duty to care? Evidence of the importance of organisational culture to effective governance and leadership' (2016)

Governance: Ten Areas for HR Influence



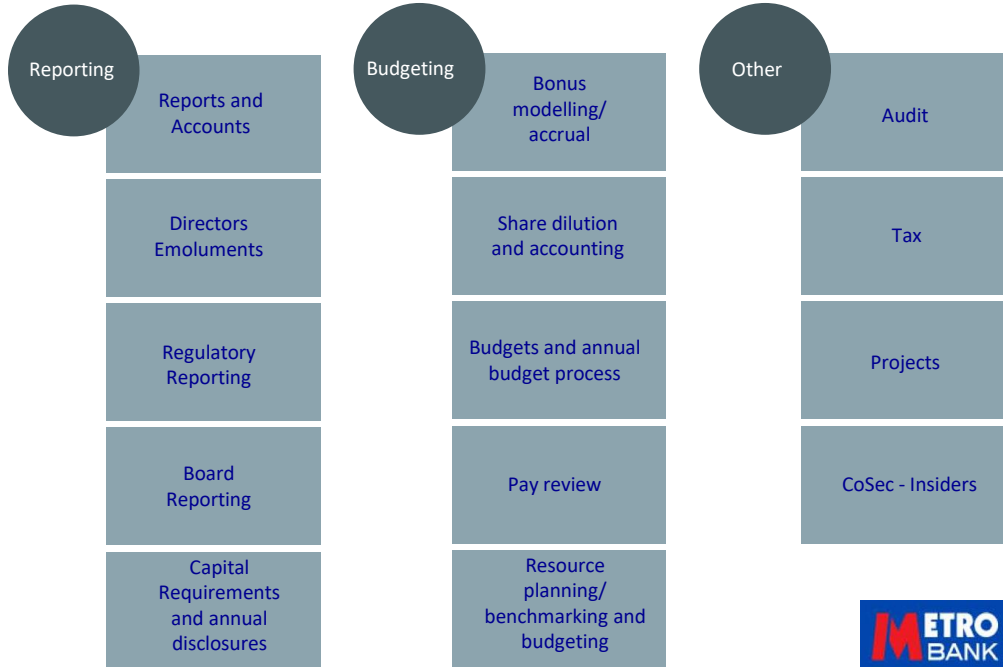
Source: City HR Association 'Measuring Up: Advanced People Analytics for City Employers' (June 2017) derived from (i) Financial Reporting Council 'Developments in Corporate Governance and Stewardship 2016' (Jan 2017) and (ii) CIPD 'A duty to care? Evidence of the importance of organisational culture to effective governance and leadership' (2016)

People Metrics to Enhance Organisational Performance



Source: CGMA and Oracle Research "The Digital Finance Imperative: Measure and Manage What Matters Next" (2015) as published in City HR's "Measuring Up: Advanced People Analytics for City Employers"

Working with finance



Is HR Gaining Greater Prominence?

Is HR on the Board or Exec Committee?



Do you feel that the HR function is gaining greater internal prominence?



Source: City HR Benchmarking Survey December 2016 (51 Participants)