

City HR Benchmarking Survey 2026 Featuring Innovative Technology

Background

City HR is pleased to invite you to join the technologically enhanced 2026 Benchmarking Survey. The survey is conducted on a biennial basis and since its inception in 2008 has been regarded as the definitive source for understanding HR activities and perspectives within financial institutions and broader City firms. It identifies the policies, practices and trends which enable people leaders to instigate employee practices within their own firms based on trusted analytics for evidence-based decision making.

Now in its 10th edition, the survey not only sets out to identify best practice relating to people practices but will also embrace the **changes in the world of work such as AI, skills, reward, workforce planning and digitalisation.**

Whilst the survey is still owned, managed and delivered by the Association, it is being supported by PwC as the technical service provider. Participants will continue to experience easy input with secure handling of their data, faster reporting times via technology advancement and the ability to access and interrogate insights through a **new secure, respondent-locked interactive dashboard.**

Key Features of the new City HR Survey Approach

- **Survey Administration** via City HR with a member-led Steering Committee to set the questionnaire
- Fewer questions, population of previous survey responses for 2024 participants and **free data input via a City HR analyst for resource or time challenged HR departments**
- **Survey Processing** through an enhanced platform which will collate data using latest licensed technology, enabling a more seamless data collection process and faster reporting time
- **Data Hosting and Security Maintenance** using secure databases
- **Data Validation** undertaken by City HR and then quality assured using relevant technologies
- **Utilising new and emerging technologies** such as AI to accelerate report and insight generation and generating impactful visuals
- A **respondent-locked interactive dashboard** developed for the City HR Benchmarking Programme, to be shared with individual participants to access their data and benchmark results. See static illustrative samples in this document based on fictional data

In addition, respondents will receive their usual benchmarking reports comprising:

1. **All Participants Report** which amalgamates all submissions
2. **Peer Group Reports** with results separated out for identified peer groups

3. **Executive Summary Report** providing an immediate “at-a-glance” overview of all results
4. **Key Findings Report** with the main highlights to discuss with the CEO, CPO and team

An Extra Dimension

An additional feature of the benchmarking programme will be the ability to provide participants with further data of a cross-industry and global nature. The anonymised and aggregated survey data will be benchmarked and stored alongside data from external PwC benchmarking surveys, the most prevalent being their acclaimed Saratoga product. This will provide participants with contextual insight into people policies and practices beyond the UK financial services sector, based on available comparable data sets.



Survey Operation

The format for delivering the City HR Benchmarking Survey 2026 is as follows:

1. The Benchmarking Steering Group, comprising past and future data contributors, set the questionnaire and test the technology for ease and robustness
2. Organisations select a peer group which best fits the size, business and culture of their organisation
3. Participants are provided with a Benchmarking Security Factsheet listing technologies and data storage facilities that are being utilised, prior to submitting their data. This includes the participant's agreement that anonymised data from the City HR survey can be incorporated into wider aggregated datasets be stored on the PwC service provider systems to enable global and cross-market insights
4. Each participant is sent a questionnaire with a dedicated password and via a secure survey link and given a six-week timeframe in which to enter their data
5. The data is considered highly confidential; all results will be aggregated so that no individual firm can be identified from survey results
6. The data is quality assured and rigorously verified both during and after data collection, and following analysis, producing four interactive pdf reports as highlighted in the pink boxes above.

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The Survey Questions Overview

Every survey edition carries some **core questions** which enable City HR to track trends through longitudinal data and also carries **added value questions** which represent those issues impacting organisations now or in the future. Examples of survey content may include:

Core Questions

- The multi-generation and aging workforce and their approach to work and benefits
- The structure of HR: now and future alongside ratio of HR staff to employees
- Talent strategies: attraction methods and “hot jobs”; retention, performance management, succession planning and employee development. Also the latest on apprenticeships
- Family Friendly Policies: maternity/paternity leave/IVF Treatment, Carer’s Leave and approaches to male and female wellbeing
- Culture and ESG initiatives including Equality, Diversity and Inclusion
- AI and the Skills agenda: how firms are preparing for the future of work

Added Value Questions

- Reward changes including regulation, deferrals, pay gap reporting and EU pay transparency
- Non-financial Misconduct and the future of SMCR
- Transformation, workforce shaping and culture change
- AI adoption, governance and maturity. The role of HR in making the organisation “future ready”
- The skills-based organisation and maturity
- Employee Relations deep-dive including probation, grievances and appeals

The Survey Team

The survey team will comprise the following individuals:

- Meena Anand, CEO City HR** – Programme Director with overall responsibility for the survey
- Jon Kudlick, Membership & Operations Lead, City HR** – Operational and Administration Support
- Andrea Eccles and Carolynne Ruffle** – Survey Support
- PwC Technical Services Team** – Data Hosting, Processing, Analytics and Visuals

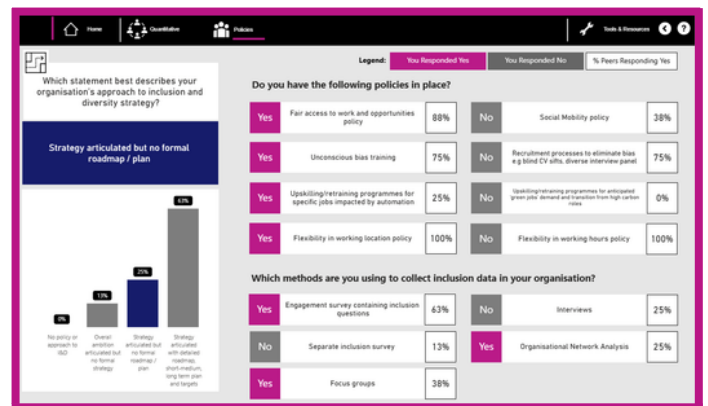
The entire benchmarking team and service providers look forward to working with you on this programme.



Timelines

- Participants Sign-up by Mid June
- Survey Completion by Participants by Early September
- Results Published by Late December*

*subject to all firms submitting on time



Costs

The survey will be published in both digital report format and via an interactive dashboard, which is locked for each individual firm to ensure security. It is hoped that members will enjoy this enhanced facility, alongside the broader perspectives from other PwC surveys. which is offered at these highly competitive prices:

Member Firms:
£3500 +VAT for firms with <1000 UK staff
£4200 +VAT for firms with >1000 UK staff

Non-Member Firms:
£4200 +VAT for firms with <1000 UK staff
£5000 +VAT for firms with >1000 UK staff