

Level 20 HR Network

Welcome!



Level 20 in 2024



Data

Insights

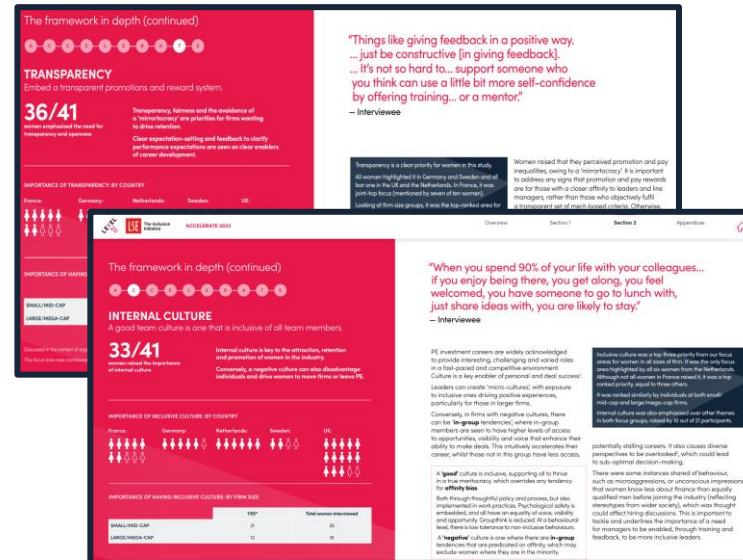
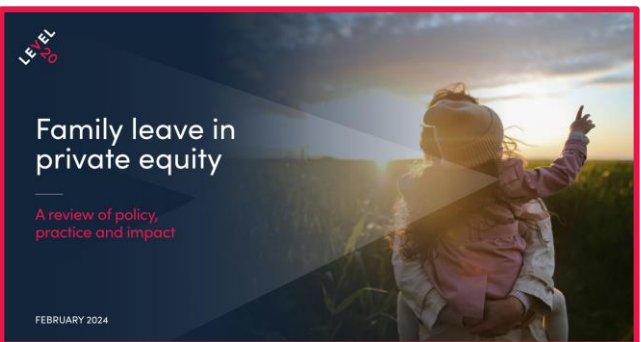
**International
Perspectives**



Today's topics

Transparency and Culture: why now?

Level 20 research

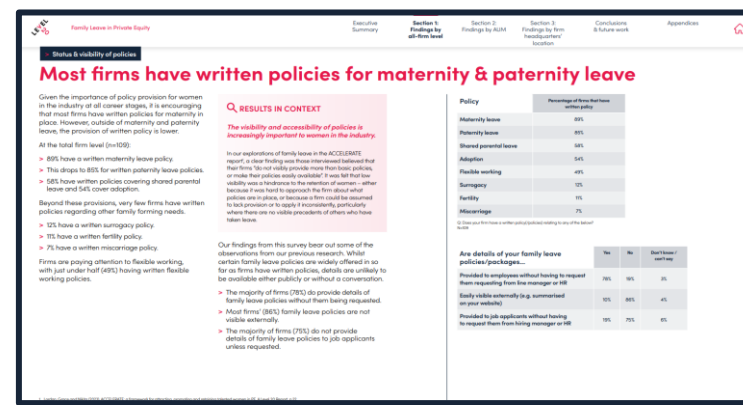


"The role expectations are not written according to what [it takes for] success in that role, or... success for the team, but rather, written according to types of behaviour that mirror the behaviour [of] people who have been successful in the firm..."

"Don't believe that you have to be eight to nine in the office to be promoted. I think this is something which is clearly moving in the whole industry... It is a clear merit of the industry that we are result driven... People are just willing to be efficient. They don't care if you have a great deal in two months or in one week - what matters is that you have the deal!"

"I walked into the meeting and the guy, the manager, just goes... "Hey, can you bring me a coffee?"... My Partner, my boss, said "You do realise that she is the person running this meeting!". The manager... apologised for everything. I felt good that my Partner... wouldn't stand for it."

"Things like giving feedback in a positive way. ... just be constructive [in giving feedback]. ... It's not so hard to... support someone who you think can use a little bit more self-confidence by offering training... or a mentor."



Transparency and Culture: why now?

The external environment

FCA FINANCIAL CONDUCT AUTHORITY

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CP23/20: Diversity and inclusion in the financial sector – working together to drive change

Sexism in the City: 'No matter how hard I work, they will never ever recognise me'

Exclusive: Witnesses to UK parliament's inquiry share their stories from the world of finance



More than 40 women from the financial services industry shared their stories with the Treasury committee's Sexism in the City inquiry. Photograph: Shomos Uddin/Getty Images

The priority right now for us is the non-financial misconduct guidance that you recommended to move forward with.

- Nikhil Rathi, Chief Executive of the FCA

European Council
Council of the European Union

Home > Policies

Sections +

Pay transparency in the EU

The EU wants to strengthen the principle of equal pay for equal work between men and women through new EU rules on pay transparency.

Latest News | Equal pay | Gender pay gap | Pay structures

Two-fifths preparing for EU pay transparency rules

by Jo Faragher | 20 May 2024

Opinion **Inside Business** + Add to myFT

Labour has leverage to carry out private equity tax reform

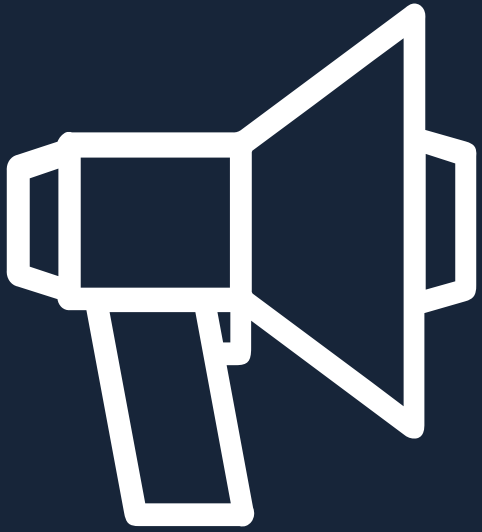
Shadow chancellor Rachel Reeves has committed to scrapping industry break on 'carried interest'

JONATHAN GUTHRIE + Add to myFT

ES Evening Standard + Follow 139.2K Followers

Banker bonus gap widens as men awarded more variable pay than women at top financial firms

Story by Simon Hunt • 6d • 2 min read



Discussion



Challenges

What are the biggest challenges for the industry in keeping up momentum to advance inclusion, equity and diversity?

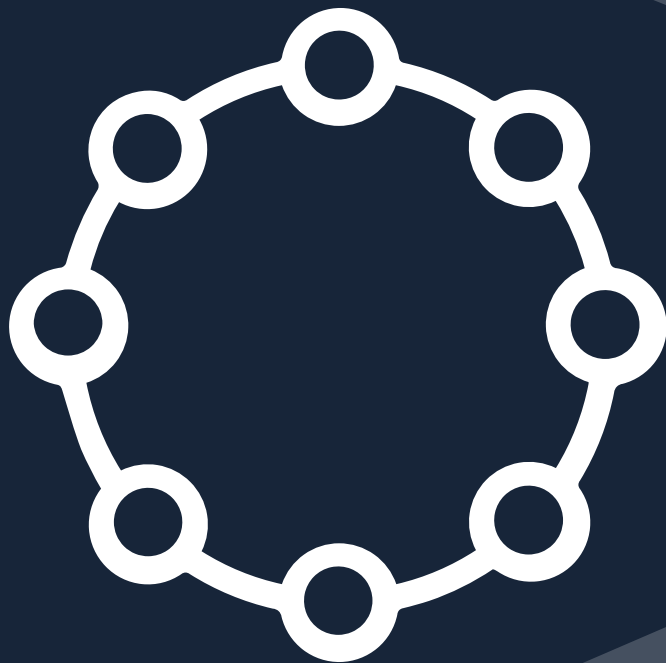
- Role models
- Changing behaviours
- Advocacy and sponsorship
- What has worked?
- How have leaders made impact?



Transparency

How are your firms thinking about enabling more transparent and equitable promotion and reward processes?

- Challenges – e.g. return from family leave
- HR response
- Leader response
- Potential solutions



Feedback

How are firms working to improve culture around feedback and setting expectations?

- Developing a consistent approach to feedback
- Managing differing expectations of employees and leaders
- Setting expectations with new joiners



Culture

As we move towards a more inclusive industry, what changes are you seeing culturally?

- Role models
- Changing behaviours
- Advocacy and sponsorship
- What has worked?
- How have leaders made impact?

Thank you

Upcoming for Level 20

Outreach

The GAIN Empower Investment Internship UK Programme, in partnership with Level 20, is now open for firms to apply to host interns in Summer 2025.

Applications open between

20th May to 12th July

We are also
looking Swedish expansion

Research

European data focus groups are being held May to July.

We are particularly looking for investment professionals to participate in *Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Norway, Poland, Spain, Sweden, and Switzerland.*

The team are also interviewing HR or DE&I leads for these countries

Sponsor events

18th June

DE&I roundtable

focused on the new EU Pay Transparency Directive.

- Online 14:00-15:00
- Online 15:30-16:30