

Shaping the Future of Women in Business: Supporting and Advancing Women in Work Buy-In and Engagement

13 December 2022





Barclays diversity, equity, and inclusion vision

To strengthen our diverse, equitable and inclusive culture that enables our colleagues, customers, clients and communities to grow

More than just 'a good thing' or 'the right thing' to do,' creating a diverse, equitable and inclusive culture is a source of real business value – it is embedded into our business priorities.

We think about the business case in **three dimensions**:

1

Licence to Operate

cract and Retain
Talent

Тор

High-Performing Organisation

Increasingly a DEI focus meets expectations of key stakeholders e.g. clients, customers, regulators, governments and shareholders

Gender diversity, ethnicity and intersectionality are priorities

DEI is key, as changing demographics mean that we have to compete for talent in new ways

Diverse talent challenges us on ways of working and opportunities to progress

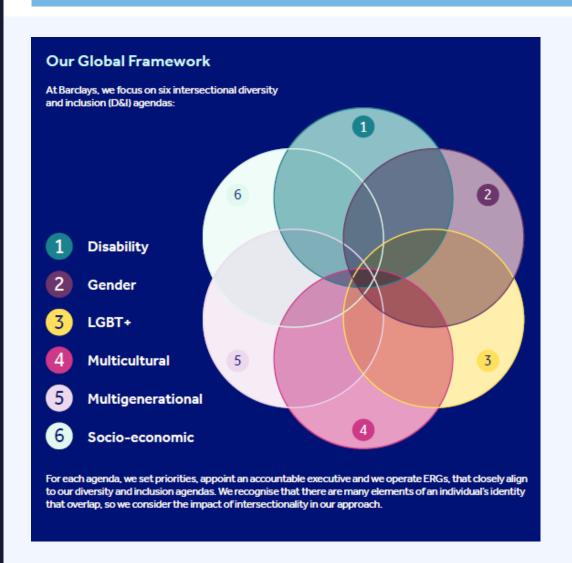
Research shows that diverse teams in an inclusive and equitable culture:

- are higher-performing
- make better decisions
- are seen as more resilient and sustainable over the long term



Gender as a primary focus

Vision: To accelerate gender equality and advancement



- We remain committed to data transparency, to improving the gender diversity of our leadership, and to closing pay gaps at Barclays.
- For the past two years, the Group Executive Committee has received regular gender dashboards, enabling them to track each business area and function's progress against targets.
- The dashboards provide accountability and transparency on progress and highlight areas that require intervention.



Tangible actions build buy-in

Gender ambition

- 2021: met our global commitment to a target of 28% of women in senior leadership roles (D/MD) up from 26% in 2020
- In the UK, 30% of our D
 & MD's are female
- Increased Board female representation to 33% in 2021, up from 25% in 2020
- We recognise there is more work to be done in this area.

Providing equal opportunities to progress

All appointments at Barclays are merit based. To support our gender ambition, we focus our efforts on:

- Setting targets for individual business areas
 We have targets for gender diversity for each of our business areas, reflecting the differing market environments in which our businesses operate. We actively encourage female colleagues to apply for open vacancies, recognising that around 36% of vacancies last year were filled by internal candidates.
- Gender reporting in business reviews
 We continue to invest in data and analytics and have developed a gender diversity dashboard. This includes core metrics for each business area, providing transparency through the three critical levers: Hiring, Promotions and Retention.
- Monitoring our promotion process and building our internal pipeline
 We want to ensure the widest available pool of talent is considered for promotion.
 We offer mentoring and sponsorship programmes and use ex-officio roles on our senior committees. For attendees of our two flagship leadership programmes, overall promotion rates increase and attrition decreases.
- Actively identifying female talent in the market

 We work with our recruitment partners to identify diverse talent for our shortlists, actively identifying external female talent, where possible. We make sure this is standard practice across all our relationships with recruitment partners.



Win: An empowered and active Gender Employee Resource Group

Win

The Gender Resource Group

- Exists to champion all genders across the organisation, grow the cis & trans female and non-binary talent pipeline, and advocate for full gender parity in our communities.
- Colleagues of all genders and corporate titles are welcome to join and to attend Win events.

Pioneering activities led by Win:

- Global Careers Week upskilling colleagues to support career progression now global
- Rising Star Awards internal and external, supporting the talent of the future
- Win Respond a call to action to reduce and eliminate gendered violence in society
- Smartworks engaging colleagues in community action through charity partnerships
- Menopause in the workplace sharing the colleague voice leading to enhanced provision of support
- Pre and post maternity, paternity and adoption leave workshops



Engaging Male Allies

Four steps to creating a movement of empowered Male Allies can help to tackle gender in equality and accelerate change

3

Identify early adopters and senior advocates

Involve men in the conversation

Develop impactful tangible actions

Promote insights from male allies

- Engage those who are visible role models in challenging gender bias
- Identify an
 Accountable
 Executive to drive
 change and report
 regularly

- Recognise 'it is not a women's issue'
- Refocus networks to actively involve men
- Encourage men to champion and role model gender equality, e.g. flexible working

Share the small steps allies can take including:

- Mentoring female talent
- Deploying senior ex-office roles
- Understanding the data
- Actively driving diverse hiring

- Actively use communications & events to promote male agents of change
- Use their voice to reinforce gender as a strategic priority



Thank you & Questions

