



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**:





Gender as a primary focus

Vision: To accelerate gender equality and advancement

Our Global Framework

At Barclays, we focus on six intersectional diversity and inclusion (D&I) agendas:

- 1 Disability
- 2 Gender
- 3 LGBT+
- 4 Multicultural
- 5 Multigenerational
- 6 Socio-economic

For each agenda, we set priorities, appoint an accountable executive and we operate ERGs, that closely align to our diversity and inclusion agendas. We recognise that there are many elements of an individual's identity that overlap, so we consider the impact of intersectionality in our approach.

- 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:

1

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.

2

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.

3

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.

4

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

1

Identify early adopters and senior advocates

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

2

Involve men in the conversation

- 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

3

Develop impactful tangible actions

- Share the small steps allies can take including:
- Mentoring female talent
 - Deploying senior ex-office roles
 - Understanding the data
 - Actively driving diverse hiring

4

Promote insights from male allies

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



Thank you & Questions

