



Barclays PLC  
Diversity & Inclusion Report 2021



Barclays is a British universal bank. We support individuals and small businesses through our consumer banking services, and larger businesses and institutions through our corporate and investment banking services.

# Growing. Together.

## Our Purpose

We deploy finance responsibly to support people and businesses, acting with empathy and integrity, championing innovation and sustainability, for the common good and the long term.



Read more on why and how we are growing together on page 2 of our Annual Report at [home.barclays/annualreport](https://home.barclays/annualreport)

## ... influences our strategy ...

Our diversification, built to deliver double-digit returns



Strategic priorities to sustain and grow



Read more on our strategy on page 10 of our Annual Report at [home.barclays/annualreport](https://home.barclays/annualreport)

## ... which we will deliver through the Power of One Barclays ...



Read more on our business model on page 12 of our Annual Report at [home.barclays/annualreport](https://home.barclays/annualreport)

## ... creating positive outcomes for our stakeholders.

Customers and clients

Colleagues

Society

Investors



See our Key Performance Indicators on page 20 of our Annual Report at [home.barclays/annualreport](https://home.barclays/annualreport)

Which in turn helps us fulfil our Purpose

## Contents

Our Diversity and Inclusion disclosures form part of the Barclays PLC annual reporting suite.

### Inside this report

Chief Executive's introduction	02
Our approach	06
Disability	08
Gender	10
LGBT+	12
Multiracial	14
Multigenerational	17
Socio-economic	18
Talent	19
Global suppliers	20
Our communities	21
Recognising our work	23

Our experience, insight  
and adaptability help  
unlock opportunities.



See our back cover for an example  
of how we are growing, together.



## Chief Executive's introduction

# Investing in our culture

I believe strongly in the role of banks to support inclusion in all of its forms. That extends to the power of finance in supporting inclusive growth in our economy and our communities, as well as to our role as an employer. We have over 81,000 colleagues working for our company, and want every one of them to feel they can bring their whole selves to work.

I also want Barclays to be able to attract and retain the best talent in the market. Diversity in the way we recruit, and equality of opportunity for talent to develop and thrive once they are within our organisation, help us foster a better workforce and deliver better outcomes for our customers and clients. So does an inclusive culture that ensures people from all backgrounds who work here reach their full potential.

I am glad to see some real progress this year, set out in this report. We took the important step to add socio-economic inclusion as a specific Diversity and Inclusion (D&I) agenda – a form of diversity often overlooked. We have continued to increase the number of women in senior roles in our company, and are on track to double the number of Black Managing Directors

working in the UK and US. The number of colleagues taking part in our Employee Resource Groups (ERGs), and signing up to be allies, continued to grow to record levels, demonstrating how much our workforce cares about these issues.

Yet we know we have further to go. We are still not as diverse or inclusive as we can be, and the progress we have made must be tempered with the knowledge that there is still much more to do. I am clear that we can only make the long-term progress we are striving for by continuing to invest in our culture.



**C.S. Venkatakrishnan**

Group Chief Executive, Barclays



See our strategy on pages 10 to 11

See our approach to managing risk on pages 44 to 46

See how we act in our society and environment on pages 35 to 39



Go online at [home.barclays/annualreport](https://home.barclays/annualreport)



*We have over 81,000 colleagues working for our company, and want every one of them to feel they can bring their whole selves to work.*

## Chief Executive's introduction continued

# 2021 Highlights

## Transparency



### Achieved gender target

We achieved our gender target for 28% female representation in senior leadership roles (MD/D) by the end of 2021 and have reset our Gender Ambition for 33% female representation in senior leadership roles by the end of 2025.



### Made progress on our Race at Work Ambitions

We have made strong progress against our Race at Work Ambitions and launched mandatory Race and Ethnicity training for all colleagues to build understanding and awareness.



### Launched a new Wellbeing Index and launched 'Developing our supportive culture e-learning'

Our Wellbeing Index starting score in 2021 was 84% giving us an important metric to measure the wellbeing of our colleagues.

## Accountability



### Strengthened our data insights

We enhanced the way we survey colleague sentiment and we are using those insights with leadership teams across the bank. All colleagues now have a specific personal objective focused on inclusion.



### Established Race at Work Champions

Champions represent each Business and Function and are empowered to deliver.



### Broadened our focus by adding a new D&I agenda to focus on socio-economic diversity

We are a member of the City of London socio-economic taskforce, launched in 2021, intended to improve socio-economic diversity at senior levels in UK financial and professional services.

## Engagement



### Heightened awareness of diversity and inclusion across Barclays

We saw a year-on-year improvement in our Inclusion Index score and engaged with more colleagues than ever through webcasts, workshops and town halls to improve awareness.



### Held inaugural Inclusion Summit

We organised Barclays global inaugural Inclusion Summit for leaders to accelerate progress. The Summit aimed to disrupt colleague thinking, unleash new possibilities and strengthen collective action to move our D&I agenda forward.



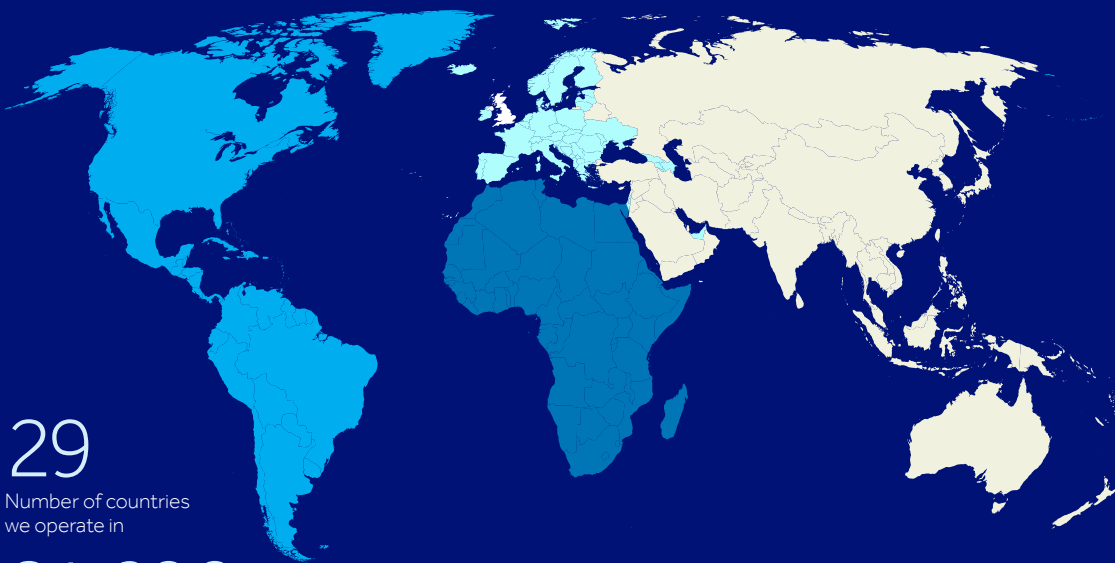
### Evolved our Employee Resource Groups

We increased membership of our Employee Resource Groups (ERGs) to an all-time high – 25,000 colleagues are now involved globally. We also introduced Business Liaisons to help form better synergies across the business.

# Chief Executive's introduction continued

# Our global footprint

## Number of global employees

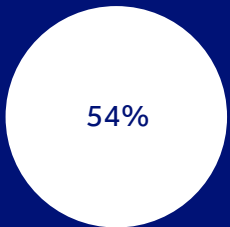


29  
Number of countries we operate in

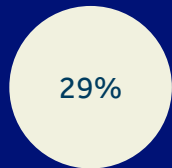
81,600  
Number of people employed

55%  
Male

45%  
Female



44,100  
UK



23,800  
Asia-Pacific

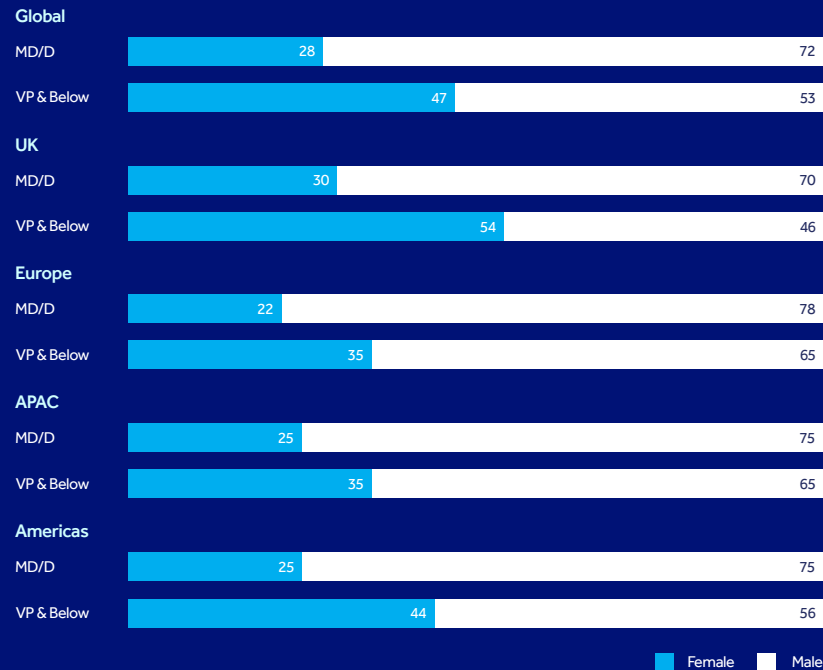


10,100  
Americas



3,600  
Europe

## Gender representation by region by corporate grade



Chief Executive's introduction continued

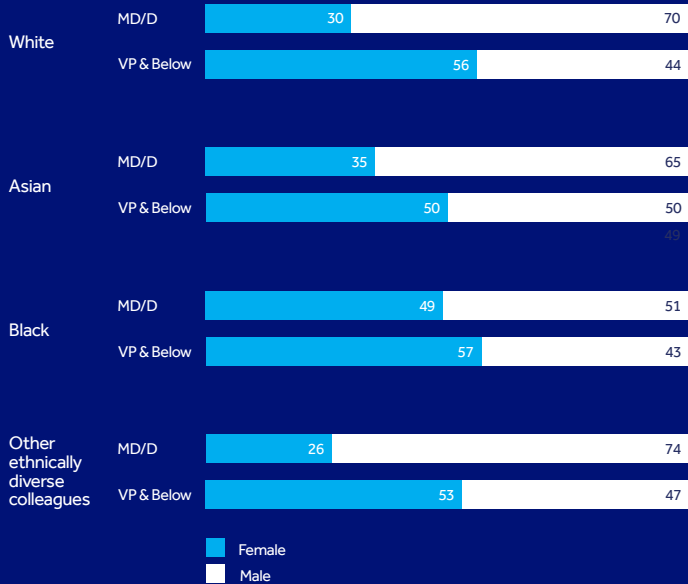
# Our global footprint

continued

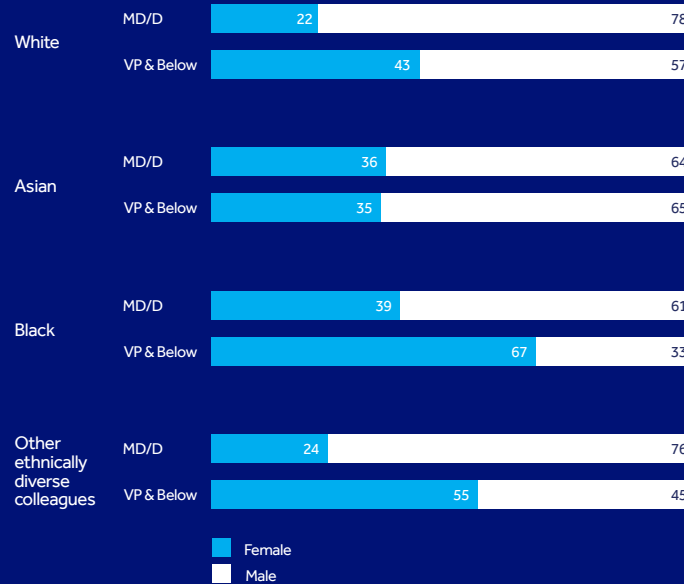
## Gender representation by ethnicity by corporate grade for the UK and US

%

### United Kingdom



### United States



Other ethnically diverse colleagues category includes Multiracial (mixed), Hispanic/Latino, Native Hawaiian or Other Pacific Islander and Native American. USA relates to Country UK relates to Region. Colleagues with an undeclared ethnicity and/or are based in continental Europe and the Middle East (21% of our global population) have been excluded from all calculations.



*What I see at Barclays is a commitment from leadership at the very top. My conversations with leaders from all around the business have made it very clear that there's a genuine appetite to do more and to really drive for progress in a way that builds on a terrific foundation.*

**Ray Dempsey, Chief Diversity Officer**

## Diversity & Inclusion

# Our approach to Diversity & Inclusion

Being a diverse and inclusive company is an integral part of our success at Barclays. We remain committed to building a supportive and inclusive culture, where people of all backgrounds are represented, feel they belong and can bring their whole selves to work.

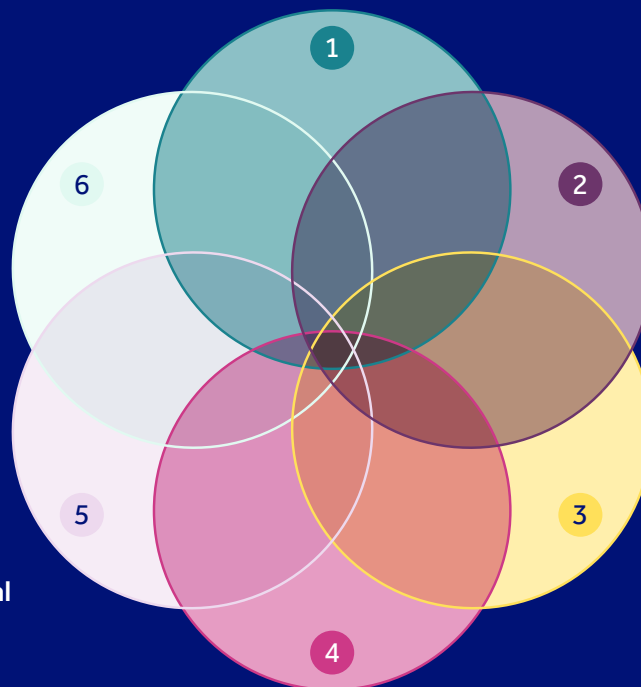
Our success as an organisation is built on our ability to listen to and understand a variety of perspectives, and to respect and embrace diversity in the ways in which we collaborate to service our customers and clients.

The key question, of course, is how to continue to drive progress. We have developed three principles that we apply to our activity across all six intersectional diversity and inclusion agendas. These are **transparency**, **accountability** and **engagement**. Showing fidelity to these principles has helped us to achieve some important steps forward and will remain core to our focus in 2022.

### 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.

### Commitments against our Principles

#### Improving transparency

- We will strengthen understanding and application of data to drive progress.
- We launched our new global Gender Ambitions in early 2022 and will report on progress alongside Race at Work Ambitions.
- We will enable and encourage our people to voluntarily share their diversity data.
- We will openly report diversity data and progress, both internally and externally.

#### Improving accountability

- We will continue to leverage our employee engagement survey, Your View, to collect colleague insights to focus efforts.
- All colleagues will continue to have an Inclusion objective, which is considered in line with their performance assessment.
- Business leaders continue to be accountable for driving forward the D&I agenda, and a more inclusive talent pipeline, within their teams.
- We will continue to drive regionally appropriate interventions in core people processes to attract, promote and retain talent where needed to support equity.

#### Improving engagement

- We will continue to provide a forum to create safe spaces for sharing, listening and learning to educate and build understanding of diverse experiences and perspectives, and create a more inclusive environment.
- We will seek to implement "best in class" learning and development programmes.
- We will continue to encourage a culture of allyship and use of our Power of Allies Toolkit.



## Diversity & Inclusion continued

### Listening to our colleagues

A core part of our focus in improving transparency, accountability and engagement is listening to our colleagues in particular through the use of colleague surveys. In 2021, 82% of colleagues told us they believe leaders are committed to building a diverse workforce and 76% of colleagues told us they feel everyone has equal opportunities to succeed. These figures demonstrate progress, but we aim to improve them.

Our Inclusion Index, launched in 2020, continues to allow us to measure colleagues' experience of how inclusive the Barclays culture is and gives us a benchmark for monitoring progress year on year. Our overall Inclusion Index score for 2021 is 79%, up from 76% last year. 88% of colleagues say they feel included in their team.

In 2021 we strengthened our approach to asking colleagues to voluntarily self-identify across ten diversity questions in our employee engagement survey Your View, in order to help us build a better understanding of our workforce.

For the first time in this survey, transgender identity was asked as a separate question. It was also the first time we've asked about socio-economic background which refers to the particular set of social and economic circumstances that an individual has come from. Socio-economic inclusion will be a key area of focus for our diversity and inclusion agenda moving forward.

The data and insight from these surveys forms an important part of our decision making, as well as understanding opportunity for improvement. The results are also an important part of the conversations our Executive Committee and Board have about our culture.

### What colleagues told us in 2021

#### Overall Inclusion Index score

79%

2020: 76%

#### Believe senior leaders are committed to building a diverse workforce

82%

2020: 82%

#### Feel included within their team

88%

2020: 89%

#### Feel everyone has equal opportunities to succeed

76%

2020: 73%

### Employee Resource Groups

For over 15 years, our diversity networks have provided a space for colleagues to celebrate diversity, foster belonging and improve engagement. Today, with over 25,000 unique members, allies and sponsors globally, by amplifying the unique challenges of diverse groups at Barclays, our employee resource groups play an ever increasing role as a sounding board for the business, driving better understanding of the needs of our customers, clients and communities.

To recognise this important role, effective January 2022, the diversity networks were relaunched as ERGs and have expanded from 7 to 12 ERGs:

- Asian Professionals Resource Group
- Barclays Military Resource Group
- Black Professionals Resource Group
- Emerge, the Emerging Talent Resource Group
- Evolve, the Midlife Progression Resource Group
- Inspire, the Social Mobility Resource Group
- Latin Professionals Resource Group
- Multicultural Resource Group
- Reach, the Disability, Mental Health and Neurodiversity Resource Group
- Spectrum, the LGBT+ Resource Group
- Win, the Gender Resource Group
- Working Families Resource Group

Many of our ERGs also have an allyship initiative, including Male Allies, Race Champions, Spectrum Allies and Reach Purple Champions.

### Our people policies

We are an equal opportunities employer, which means we are committed to providing equal employment opportunities to all applicants and employees enabling them to enjoy a successful career at Barclays and progress through the organisation. We do not discriminate based on race, colour, creed, religion, national origin, alienage or citizenship status, age, sex, sexual orientation, gender identity or expression, marital or domestic/civil partnership status, disability, veteran status, genetic information, or any other basis protected by law.

All of our people policies reflect relevant employment law, including the provisions of the Universal Declaration of Human Rights and ILO Declaration on Fundamental Principles and Rights at Work. We expect our people to treat each other with dignity and respect, and do not tolerate discrimination, bullying, harassment, retaliation or victimisation on any grounds.

We are committed to paying our people fairly and appropriately relative to their role, skills, experience and performance in a way that balances the needs of all our stakeholders. That means our remuneration policies reward sustainable performance that is in line with our Purpose and Values, as well as our risk expectations. You can find out more information in our Fair Pay Report.



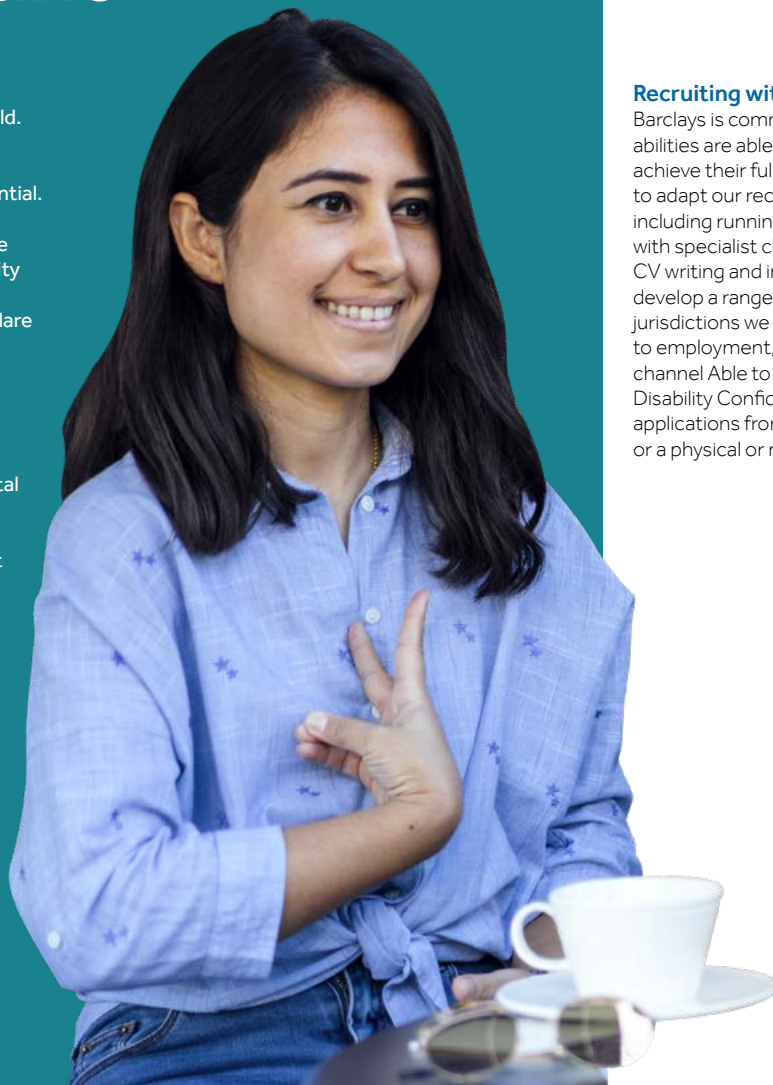
You can find more information on our approach to hiring and retaining in our Annual Report at [home.barclays/annualreport](https://home.barclays/annualreport)

## Disability

# Making all abilities count

Our ambition is to become one of the most accessible and inclusive companies in the world. We remain committed to ensuring all our colleagues with a disability, mental health and neurodiverse condition achieve their full potential. We are proud to have scored 100% in the US Disability:IN benchmark; to be a 'Leader' in the UK Department of Work and Pensions Disability Confident scheme; and to have provided colleagues in India with the option to self-declare their disability status as well as the nature of their disability. We also held a Courageous Conversation on disability in partnership with Valuable 500.

11%<sup>1</sup> of colleagues at Barclays tell us they consider themselves to have a disability, mental health or neurodiverse condition. By being disability, neurodiverse and mental health confident, we are able to access a wider talent pool and more diverse ways of thinking and innovating. This has increased awareness and understanding, enabling our business to better serve our customers and clients.



### Recruiting with confidence

Barclays is committed to ensuring that people of all abilities are able to access career opportunities and achieve their full potential. In 2021, we have continued to adapt our recruitment approaches around the world, including running focused career days in partnership with specialist charities and providing mentoring on CV writing and interview skills. We also continue to develop a range of recruitment programmes in the jurisdictions we operate in aiming to remove barriers to employment, which includes our award-winning channel Able to Enable. As part of the UK Government Disability Confident scheme, we encourage applications from people with a disability, or a physical or mental health condition.

Other initiatives include:

- **Hiring initiatives:** In India, we run focused hiring initiatives in partnership with specialised vendors to reach untapped disabled talent. This has resulted in colleagues joining the business with a wide range of disabilities. We ensure all relevant colleagues are trained to meet the needs of diverse candidates.
- **Empowering disabled students:** In Tokyo, for example, we have supported a scheme where students with disabilities join to gain work experience and network opportunities to build their own skills – for example, by taking part in mock interviews.
- **Partnering with companies:** In Singapore, Barclays was a founding member of the 'Singapore Business Network on DisAbility', partnering with other businesses to help students with special needs transition into the workforce.
- **Working with autistic graduates:** In the US, we supported colleagues to provide mock interviews for college graduates on the autism spectrum and mentored them through the recruitment process.

<sup>1</sup>In 2021, we asked colleagues to self-identify across 10 diversity questions in our employee opinion survey (Your View).

## Disability continued

### This is Me

This is Me is our powerful story-telling campaign in which colleagues tell their personal stories, challenging the stigma around disability, mental health and neurodiversity in the workplace to improve understanding.

In 2016 Barclays experience of This is Me was shared with the City of London's Lord Mayor's Appeal, with over 400 organisations taking part with the potential to reach over 3m employees.

2021 marked five years of this powerful initiative which continues to be a driving force for Barclays. We co-chair the This is Me steering committee under the auspices of the Lord Mayor's Appeal charity. We have also partnered with other businesses like PwC and United Utilities to scale up the initiative outside of London. Since 2018, This is Me North West, West Midlands, Scotland, and Yorkshire, have been launched within the UK. In Asia, This is Me India has been set up, led by Community Business.

This year, our ERG Reach has been piloting its newest addition to our award-winning This is Me initiative. 'This is Me, local' a new event format for groups of colleagues to pick-up and run, straight 'out of the box'. It provides a tested kit of resources and guidance for colleagues to run their own event.



Shinichi Shimakawa became a two-time Paralympic bronze medal winner.

### Paralympic Games

Colleagues Shinichi Shimakawa and Hiroyuki Misaka from our Finance team represented Japan at this year's Tokyo Paralympic Games. Barclays supported the colleagues by providing them with the time to train for the Olympics. Shinichi Shimakawa became a two-time Paralympic bronze medal winner in wheelchair rugby while Hiroyuki Misaka was supporting the Japan team in the stadium as a former player and now a Chairman of the Japan Paralympic Committee.

### Accessibility in the workplace

This year we continued to review the provision of Workplace Adjustments for all colleagues with a heightened focus on those with disabilities in order to create a more consistent and supportive experience. We launched a new Workplace Adjustments microsite for colleagues, providing guidance and support. We also launched a new element to our development platform, Learning Lab, called the Accessibility Academy providing a wealth of information for colleagues to access.

### Customer accessibility

Both our Online Banking website and mobile app have been independently accredited by AbilityNet, giving external confirmation our systems are accessible. New features are regularly added to enhance its features such as improving readability and adjusting text size. Customers can also now inform us of a vulnerability, including an accessibility requirement, so we can help support them in the most appropriate and sensitive way.



*We also launched a new element to our development platform, Learning Lab, called the Accessibility Academy providing a wealth of information for colleagues to access.*

## Gender

# Actions we are taking to improve gender diversity

We remain committed 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.

### Gender ambition

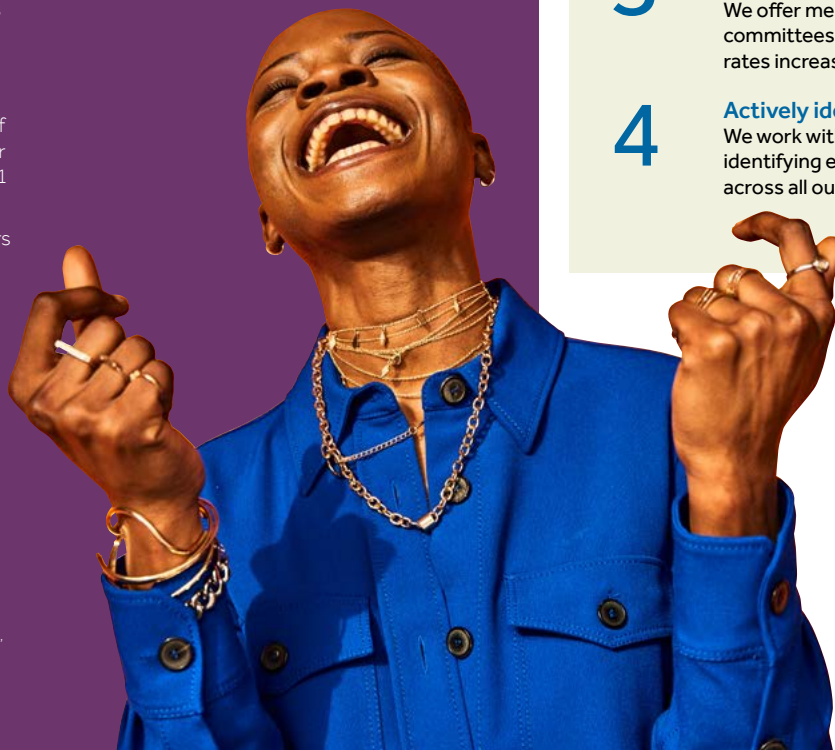
This year we met our global commitment to a target of 28% of women in senior leadership roles – our Director and Managing Director population – by the end of 2021 up from 26% in 2020.

In the UK, 30% of our Managing Directors and Directors are female.

We also increased Board female representation to 33% in 2021, up from 25% in 2020, in line with the Hampton-Alexander target<sup>1</sup>.

At the end of 2021, female talent on Group ExCo and direct reports is at 25% decreasing by 4% from the previous year after a restructure. We recognise there is more work to be done in this area.

<sup>1</sup> With the appointment of Robert Berry (effective 8 February 2022), the percentage of females on the BPLC Board of Directors will decrease to 31%. You can read more about gender diversity on the Board in the report of the Board Nominations Committee on page 127 of Part 2 of the Report.



## 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.

### Gender Ambitions

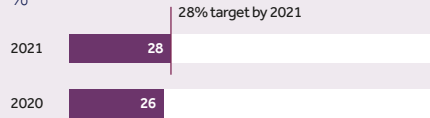
We remain focused on driving change, advocating the gender diversity agenda and building an inclusive culture. In order to continue to make progress towards parity, we have set a new Gender Ambition of 33% female representation in senior leadership roles (MD/D) by the end of 2025.

We actively provide development opportunities for our leaders of the future, such as ex-officio roles and places on our development programmes. 50% of those who were promoted to Director after taking part in the Aspire (Vice President) programme were female. 39% of the 240 MDs who attended the Enterprise Leaders programme were female in 2021.

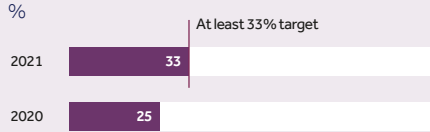
# Gender continued

## Female colleagues

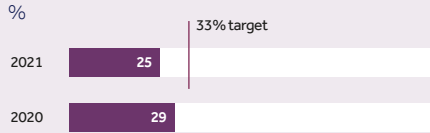
### Females at Managing Director and Director level %



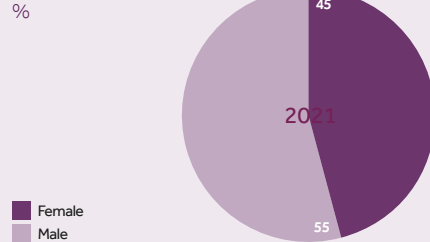
### Females on Board of Directors<sup>1</sup> %



### Females on Group ExCo and ExCo direct reports %



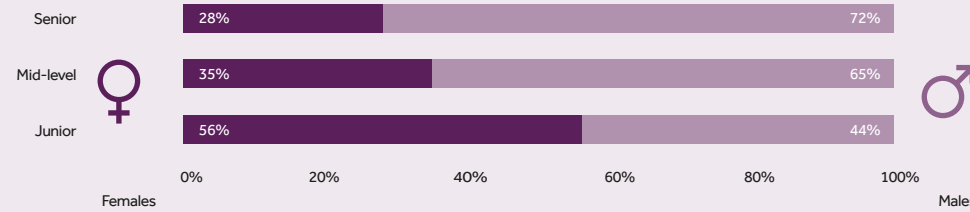
### Females in Barclays %



**Note**  
<sup>1</sup> With the appointment of Robert Berry (effective 8 February 2022), the percentage of females on the BPLC Board of Directors will decrease to 31%. You can read more about gender diversity on the Board in the report of the Board Nominations Committee on page 127 of Part 2 of the Report.

## Representation by seniority level globally

### 2021 representation globally



**Note**  
 We define our corporate grades as follows: Senior (Managing Director and Director), Mid-level (Vice President and Assistant Vice President) and Junior: (Business analyst grades).


### Making progress towards parity

Our actions to close the gender pay gap focus on increasing the proportion of female employees at Managing Director and Director level within the business.

This requires a strong pipeline of talent, which means increasing female representation at all levels. Changing the shape of Barclays will take time, and progress has not been evenly distributed.

### Male Allies

Supported by our gender ERG, Win, Male Allies play an important role in facilitating our gender ambitions and creating an inclusive environment. Opening up conversations and building understanding of different perspectives are part of the responsibility everyone has to challenge gender bias and inequality. Cultural change does not happen overnight, but small changes can have a ripple effect throughout our organisation.

 You can read more about Barclays approach to empowering men to get involved in the drive towards gender equality in our UN HeForShe Proven Solutions Report, published in 2021

## UK Pay Gaps

This year marks the fifth anniversary of our UK gender pay gap reporting. Over the last five years, female representation in senior roles in the UK has increased and this in turn has contributed to a reduction in our hourly gender pay gaps.

This is also the fourth year we have published our UK ethnicity pay gaps, separating out for the first time the pay gaps between employees who identify as Asian, Black, Multiracial and white.

 Full details of our UK gender and ethnicity pay gaps are set out in our UK Pay Gaps 2021 disclosure at [home.barclays/diversity](https://home.barclays/diversity)

### Supporting diversity in business

We are committed to supporting female entrepreneurs, especially as the economy recovers from the COVID-19 pandemic. We are a founding signatory of the UK Government's Investing in Women Code. We have committed to helping 100,000 women across the UK to start up and run their own business, and we also provide support through the New York-based Female Innovators Lab, and global programmes such as Female Founders First.

## LGBT+

# Supporting lesbian, gay, bisexual and transgender+ colleagues, customers and clients

Championing equality, understanding, respect and inclusivity for the LGBT+ community is important to us. Whether it is being the first bank to promote a transgender woman to the position of branch manager, or the first bank to feature LGBT+ couples in our advertising, Barclays has a strong history of championing LGBT+ diversity. In 2021, 5%<sup>1</sup> of colleagues told us they identify as LGB.

For many years, Barclays has been a sponsor of Pride celebrations in cities across the world, and we have a strong legacy of engaging with external partners such as Stonewall and their UK Equality Index. In the US, for the 11th consecutive year, Barclays has scored 100% on the Human Rights Campaign Foundation's Corporate Equality Index, earning the designation as a 'Best Place to Work for LGBTQ Equality'. Barclays has been recognised as a 'Silver' employer in the 'India Workplace Equality Index (IWEI) 2021', India's only LGBT+ inclusion benchmarking index. Making everyone feel comfortable being themselves at work is central to our culture. We nurture this through activities and initiatives, and building networks for colleagues to connect.



## Making us truly inclusive

Here's some of the work we've been doing to make Barclays a truly inclusive place to work:

- Through fundraising and colleague volunteering we support the Terrence Higgins Trust's 'Work Positive Programme', which helps those living with HIV get back into work.
- We offer private medical cover for transitioning trans colleagues globally.
- We're a founding partner of LGBT+ Foundations with Pride in Ageing in the North West, which helps people over 50 get access to housing, health services, mental wellbeing counselling, and group support to help them cope with isolation.
- In collaboration with our LGBT+ ERG Spectrum, we've delivered a series of diversity-focused recruitment events for apprenticeship hiring. These showcased career opportunities and our ERGs, and have enriched the range of talent we've welcomed on our Apprenticeship Programmes.
- Our business and corporate banking teams work with start-ups, SMEs and clients to advise them on how to foster inclusive working environments, and support their LGBT+ colleagues through a number of life experiences, such as coming out, transitioning or being a parent to a LGBT+ child.

<sup>1</sup> In 2021, we asked colleagues to self-identify across 10 diversity questions in our employee opinion survey (Your View). This was the first time since 2019 that we have been able to collect this data in our employee opinion survey (Your View); in 2020 diverse data was collected through a different survey methodology.

## LGBT+ continued

//

*In the US, for the 11th consecutive year, Barclays has scored 100% on the Human Rights Campaign Foundation's Corporate Equality Index, earning the designation as a 'Best Place to Work for LGBTQ Equality'.*

### Spectrum Allies

Our Spectrum Allies are Barclays colleagues who pledge to challenge homophobia, biphobia and transphobia and to support LGBT+ colleagues. As an Ally, colleagues commit to staying informed and vocally challenging homophobia, biphobia and transphobia, and to educate others on the importance of inclusion, equality, diversity, and respect.

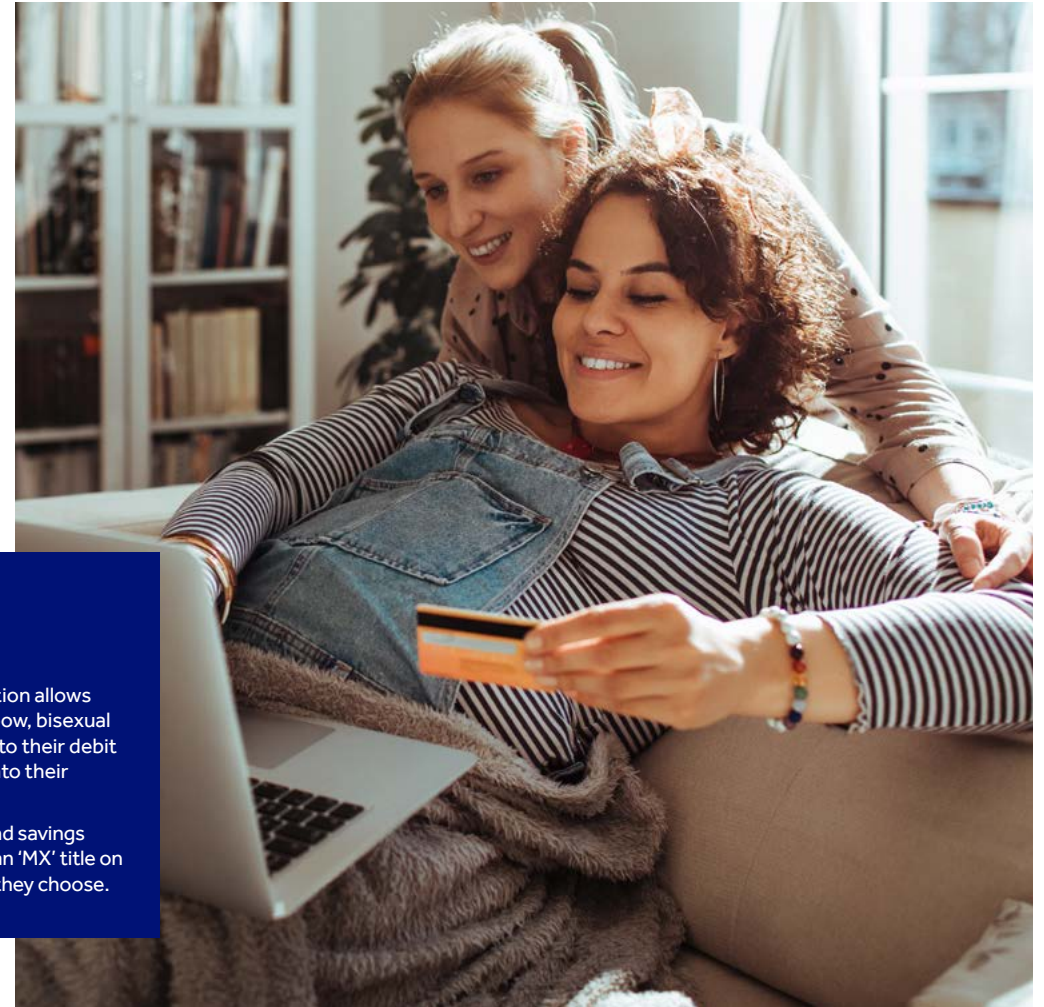
We have provided pronouns guidance to all colleagues, explaining the importance of personal pronouns, and encouraging their use across email signatures, video conferencing display names and in person.

For National Coming Out Day, an annual celebration on 11 October, which aims to support the LGBT+ community in coming out, members of our LGBT+ colleague community and Spectrum Allies created a guide filled with coming out stories with the aim to show that the mutual experiences of coming out give the community something in common.

### Recognising LGBT+ customers

Our personalised debit card function allows customers to add a range of rainbow, bisexual and trans flag filters and overlays to their debit cards, adding a little more Pride into their everyday payments.

Our current account, debit card and savings customers are also able to select an 'MX' title on their registered account details if they choose.



## Multicultural

# Ambitions to improve race and ethnic diversity

In 2020, we made a public commitment to be a trusted ally in the pursuit of racial justice and to help overcome inequity across the communities in which we live and work. We were one of the first signatories of the UK's Race at Work Charter, and we have voluntarily disclosed our ethnicity pay gaps since 2019. In order to create further transparency, we have for the first time published separate ethnicity pay gaps for colleagues who identify as Asian, Black and Multiracial ethnic groups.

“ We were one of the first signatories of the UK's Race at Work Charter, and we have voluntarily disclosed our ethnicity pay gaps since 2019. ”

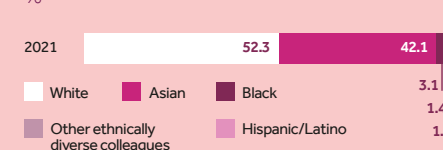


### Race at Work

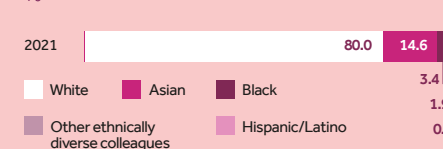
In 2021, we reset our Race at Work programme, adding measurable tools to track progress over time, strengthening our transparency and accountability against this agenda. We are on track to meet our ambition of doubling the number of Black MDs in the UK and the US by the end of 2022.

### Ethnicity split

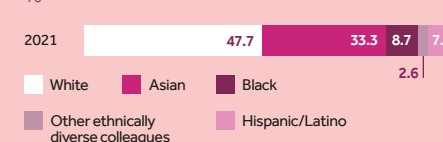
#### Global



#### United Kingdom



#### USA



Other ethnically diverse colleagues category includes Mixed, Native Hawaiian or Other Pacific Islander and Native American, USA relates to Country, UK relates to Region, Colleagues with an undeclared ethnicity and/or are based in continental Europe and the Middle East (21% of our global population) have been excluded from all calculations.



## Multicultural continued

### Race at Work Ambitions

We recognise that some ethnicities are underrepresented relative to the potential talent pools available in our regional marketplaces. The Race at Work Ambitions set out measurable outcomes against which we will assess the progress we are making to close the representation gaps.

**1** In the UK, we aim to increase the number of underrepresented<sup>1</sup> minority employees by 25% by the end of 2025. This will take us to 5% overall.

**2** In the US, we aim to increase the number of underrepresented minority employees by 20% by the end of 2025. This will take us to 21% overall.

**3** In the UK and in the US, we aim to at least double the number of black employees at Managing Director level by the end of 2022.

<sup>1</sup> We define underrepresented ethnicities as Black and Multiracial (mixed) in the UK. In the US, we define underrepresented ethnicities as African American/Black, Hispanic/Latino and other (includes Multiracial, Native American, Native Alaskan, and Hawaiian/Pacific Islander).

These are measurable outcomes, grounded by metrics and milestones, that will hold us accountable over time. We will also monitor progress against these ambitions with gender diversity in mind too, recognising we cannot be successful if we improve the ethnic diversity among one gender group only.

Following the MD promotions announced in December 2021, along with some new external hires, we are on track to achieve our third Race at Work ambition to at least double the number of Black MDs in the bank and we anticipate further progress as ongoing recruiting efforts are completed in 2022. At the end of 2021, 25% of the Board was from an ethnically diverse background<sup>2</sup>.

### Our Action Plan

Activities to help us progress are already underway through the Race at Work Action plan. To help us achieve these ambitions, we are focusing our efforts across four areas:

1. Increasing the number of underrepresented minority candidates, we hire;
2. Providing greater support to Black and ethnically diverse colleagues in accessing career and development opportunities;
3. Creating a culture of allyship across the organisation;
4. Being transparent and measuring our outcomes, allowing us to see the impact our actions are having over time.

<sup>2</sup> The Parker Review and Board Diversity Policy ethnicity targets of at least one person of colour continue to be met following the appointment of Robert Berry on 8 February 2022.

### What we have implemented so far

- Research and Market Mapping team established, now building a pipeline of Black professionals as potential candidates for Managing Director and Director roles.
- Specialised career coaching service established for colleagues at VP level and below.
- Grown relationships with early careers partners, including SEO London in the UK and Modern Guild in the US who provide training, mentoring and support to young people from underrepresented backgrounds.
- Increased the number of ethnically diverse ex officio appointments on committees, and introduced mentoring and reverse mentoring pilots.
- Race at Work Champions established in each business and function, empowered to deliver plans.
- Continued to utilise our annual Your View survey to include diverse characteristics questions, including race and ethnicity, to help identify specific engagement insights from Black and ethnically diverse colleagues.
- Mandatory training on race and ethnicity assigned to all colleagues.
- Investing in flagship diverse talent programme, Launchpad: designed to accelerate the career development of mid-level ethnically diverse and female colleagues.

## Multicultural continued

### Partnering with clients

We continue to drive the direct investment of capital through business acumen, mentorship and investment, and develop long-term partnerships that amplify efforts to promote Black businesses, diverse suppliers and ethnically diverse individuals. This activity is focused in three key areas:

#### Drive client engagement

Leveraging relationships with Barclays clients to reinforce our values around racial equality, identify new areas for partnership and collaboration, and amplify efforts where feasible.

#### Invest in Black businesses

Finding new ways of deploying capital, mentorship, and support to Black businesses to help them grow their organisations and the customers they serve.

#### Ensure supplier diversity

Engaging with and expanding Barclays supplier network to ensure representation and investment in Black-owned businesses and that all suppliers embody our commitment to equality.

### Collaborating with Cisco

We partnered with global technology company Cisco, a client of Barclays, to amplify efforts of the Race at Work agenda through our client pillar. This collaboration enabled us to share knowledge regarding supplier diversity, recruiting diverse talent and opportunities to invest in Black businesses. Last summer we partnered with Cisco and the Harlem Educational Activities Fund (HEAF) to deliver a five-week virtual internship programme designed to provide a transformational learning experience to high-potential students in underserved communities in New York. The Industry Immersion Internship Programme helps students broaden their network and position themselves for success, and contributes to securing future talent for the industry.

### Driving change for communities

Through our Race at Work partnerships, we are focused on upskilling and creating pathways into work for Black and ethnically diverse people, and working with ethnically diverse leaders who have the greatest experience to address these challenges.

In the UK, we are working with RARE (UK) for graduate recruitment across Finance, Markets and Banking. And in the US, we recently participated in a Career Fair hosted by the National Urban League, which is dedicated to economic empowerment and equality for African Americans and other historically underserved groups. We have established a relationship with the Hispanic Association on Corporate Responsibility (HACR), to support its mission to advance the inclusion of Hispanic people in Corporate America. We are also building a stronger relationship with Rutgers-Newark University, a Hispanic Serving Institution (HSI), providing financial support to LatinX student services and creating a Barclays talent pipeline through a planned graduate recruitment 'super day'.

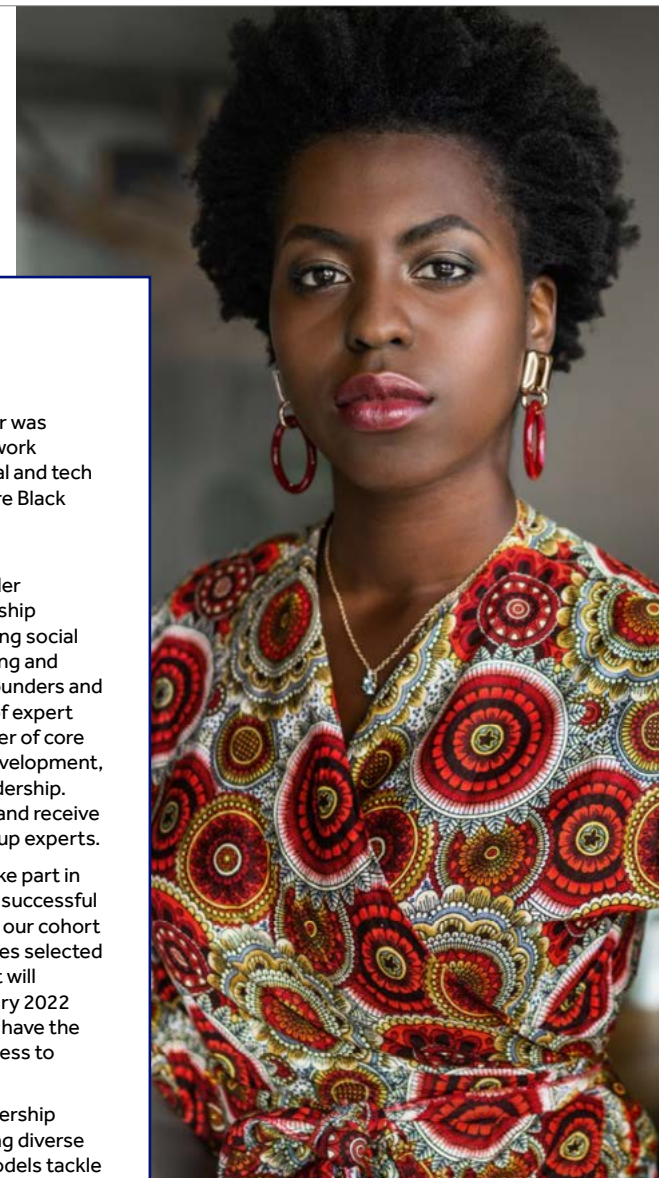
### Supporting Black business founders

Barclays Black Founder Accelerator was created within our Eagle Labs network designed to help early-stage digital and tech businesses founded by one or more Black entrepreneurs in the UK.

Aimed at boosting diversity in entrepreneurship, the Black Founder Accelerator, is delivered in partnership with Foundervine, an award-winning social enterprise specialising in supporting and championing underrepresented founders and communities. It includes a series of expert masterclasses focused on a number of core business skills, such as product development, sales strategy, operations and leadership. The founders will be mentored by and receive professional coaching from scale-up experts.

Over 200 businesses applied to take part in last year's accelerator, of which 25 successful businesses were selected. In 2021 our cohort increased in size, with 40 businesses selected to participate in the programme. It will culminate in a Demo Day in February 2022 at which a number of founders will have the opportunity to present their business to potential clients and investors.

In the US, our long-standing partnership with Acumen America is supporting diverse entrepreneurs whose business models tackle systemic poverty and racial disparities. Barclays colleagues provide advice, guidance and mentorship through one-to-one engagements and group brain trusts.



## Multigenerational


# Empowering colleagues at different life stages

Barclays understands that offering a range of market-leading benefits is key to supporting the diverse needs of colleagues across all stages of their lives.

### Balancing work and family life

From April 2021, UK employees were given access to the Work+Family Space website, providing information and support on a range of topics across personal, elder, child and disability care. Colleagues can also speak to an expert on matters of concern.

Similarly, US colleagues have access to a range of benefits that help them balance personal and work responsibilities. This includes in-home child and adult care, centre based child care and virtual tutoring sessions for children.

 [Read more on what Barclays is doing to assist family responsibilities in Barclays Fair Pay Report at home.barclays/annualreport](https://home.barclays/annualreport)



### Be Well

We continue to promote our wellbeing offerings, including the Employee Assistance Programmes and global Be Well portal (43% of colleagues registered), which provides expert advice and guidance on the practical steps colleagues can take to look after their physical and mental health.

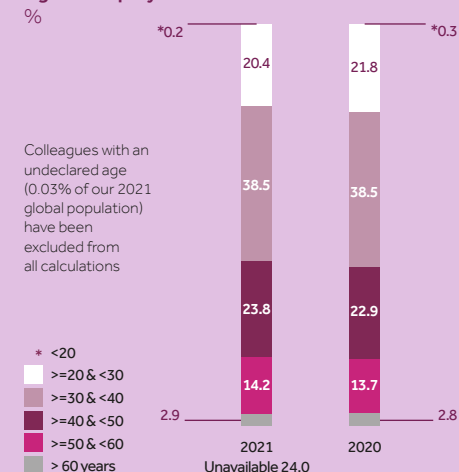
Throughout the year, we executed leader-led campaigns to offer practical guidance on looking after physical and mental health, enhancing wellbeing and resilience and a continued focus on safe working. We also focused on stress manageability through ongoing campaigns, and the promotion of Health and Wellbeing workshops.

We launched Developing our supportive culture e-learning with 89% completion. We were one of the first businesses to sign up to the Mental Health at Work Commitment and we continue to deploy Mental Health Awareness as required e-learning.

In 2021, we launched a new Wellbeing Index, with a starting score of 84%, giving us a metric for measuring the wellbeing of colleagues and informing the Be Well programme. We are very pleased to see colleagues' ability to balance their personal and work demands has improved from 78% last year to 83%. In time, it will mean we can better understand the impact of particular activities on colleagues' wellbeing and continue to evolve the Be Well programme offering.

## Generational split

### Age of employees



## Menopause support

Currently, 45% of Barclays workforce is made up of women, and women over the age of 50 are the fastest growing demographic in the global workforce. In 2021, we reviewed our package of support for menopause and from April 2022, UK medical cover will enable cover for the treatment of menopausal symptoms when referred to a specialist by a GP. In addition, specialist menopause support will be available, allowing employees to access support and information from expert practitioners, video consultations, peer support groups and monthly live events.

## Socio-economic

# Improving socio-economic inclusion



This year we added socio-economic inclusion as our sixth Diversity & Inclusion agenda. In order to be a truly inclusive, equitable and diverse workplace, we must look at the disadvantage faced by individuals from certain socio-economic backgrounds and produce a plan to support in addressing this difference. This is an often underappreciated element of diversity and is something we are committed to enhancing our focus on in the coming months and years.

We are a member of the City of London socio-economic taskforce, launched in May 2021 and commissioned by HM Treasury and the Department for Business, Energy and Industrial Strategy. The taskforce is intended to improve socio-economic diversity at senior levels in UK financial and professional services.

### Socio-economic background

'Socio-economic background' is a term which refers to the particular set of social and economic circumstances an individual has come from. It permits objective discussion of the influence of these circumstances on individuals' educational and career trajectories; and it can be objectively measured by capturing information on parental occupation and level of education.

Description: Social Mobility Commission

As part of understanding the makeup of our workforce, in our Your View survey we asked colleagues to share with us their socio-economic background and included a question from the Social Mobility Commission/ Foundation: 'What was the occupation of your main household earner when you were about aged 14?' Unsurprisingly, the mix of socio-economic background differs depending on the business.

The social mobility ERG, Inspire, aims to amplify the voices of our colleagues and help us to learn about the impact that socio-economic background can have on colleagues in the workplace. This will help us to better understand the needs of our colleagues and clients whilst strategically contributing to the business objectives and advocating for socio-economic inclusion.

### Supporting the employability of communities

Barclays LifeSkills is our long-standing skills and employability programme that helps people to develop the core transferable skills, knowledge and confidence they need for the evolving workplace, and helps them to develop connections to get into work. This could be a young person preparing for their first job, someone wanting to progress in their career, make changes to their working life or even start their own business. LifeSkills also works with charity partners to deliver workshops in schools and colleges in some of the most disadvantaged communities. This ensures that the programme is reaching those people most in need of support.

In September and October 2021, more than 500 young people took part in a LifeSkills virtual work experience initiative, of which 82% were from ethnically diverse backgrounds. To show young people the importance of building an inclusive and supportive culture in the workplace, new diversity and inclusion educational resources – including a new LifeSkills module on racial equality in the workplace – were launched for schools and colleges to use with their students, and for young people to engage with online.

### Discovery Employability Programme

The Discovery Employability Programme helps people wishing to join, or return to, the workforce and offers insights to people who may not have considered a career in financial services. It's delivered virtually over five days through a mix of virtual workshops, facilitated discussions, team building activities and self-paced learning.

The programme is part of our ongoing commitment to fostering an inclusive environment at Barclays and we encourage applications from jobseekers from underrepresented groups including from various socio-economic backgrounds, underrepresented ethnic backgrounds and people with disabilities.

A number of participants took part in the programme with many going on to secure a permanent role at Barclays. Feedback from the participants demonstrated the positive impact it had on their lives, in particular improving their confidence and employability skills.

## Talent

# Cultivating and diversifying our talent



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*Recruiting managers are focused on bringing a diverse pool of qualified candidates forward for interview, and we aim for diverse interview panels to make sure we have a variety of perspectives to inform our interview decision-making.*

People with different perspectives and life experiences make our organisation stronger, so we are committed to attracting, developing and retaining a workforce that is as diverse and inclusive as possible.

### Recruiting diverse talent

We have taken steps to improve our ability to successfully attract, recruit and retain diverse talent. We are committed to providing equality of opportunity and we include a statement in our role profiles about our commitment to working flexibly. Recruiting managers are focused on bringing a diverse pool of qualified candidates forward for interview, and we aim for diverse interview panels to make sure we have a variety of perspectives to inform our interview decision-making. We have also taken steps to enhance our candidate assessment processes, including factoring in the new Barclays Mindset principles so we can ensure we are attracting and hiring candidates with the capability to empower, challenge and drive their fellow colleagues.

### LinkedIn's Top Companies list

LinkedIn's UK Top Companies list, now in its fifth year, identifies the top 25 firms in the UK that offer growth, skills development opportunities and job stability. The list shines a light on the organisations that have demonstrated they can provide employees with the opportunity to grow – both internally and after they have left.

This year, Barclays was placed #1 on the list, which uses LinkedIn data to assess companies against seven pillars that have been shown to lead to career progression: ability to advance; skills growth; company stability; external opportunity; company affinity; gender diversity and educational background.

In 2021, our inclusive hiring programmes helped us further to recruit high-potential talent from underrepresented communities:

- **Discovery Diversity Programme:** Over 200 offers were made for internships following a new global graduate programme for first-year university students to increase numbers of female and ethnically diverse candidates applying for a summer internship.
- **Military Talent hiring and Able to Enable:** Our Early Careers programmes (Apprenticeships, Internships and Graduate scheme) helped a number of candidates join the organisation and through schemes such as our military talent hiring and Able to Enable channel for those with a disability or mental health condition.
- **Apprenticeships:** A Barclays Apprenticeship aims to open up opportunities that make the most of experience – whether that's returning to work after early retirement or raising a family, looking for a career change, or stepping into finance for the first time. In 2021 we had 211 apprentices join the organisation.

### Developing diverse talent

We operate a number of development programmes for high-potential, diverse talent, including our Enterprise Leaders Summit, our Strategic Leaders Programme and Aspire. We also operate ex-officio roles on our most senior committees, designed to enhance diversity of thinking and skills within our most senior decision-making bodies, as well as build a diverse and resilient leadership pipeline. The diversity of succession plans is monitored by the Board and we invest in the skills of our leaders to promote a culture of conscious inclusion.

## Global suppliers

# Global supplier diversity and inclusion

Our supply base is diverse across scale, ownership type and structure – from privately-held start-ups to publicly-listed multinational corporations. As part of our Global Supplier Diversity and Inclusion (GSDI) initiative, over the past several years, with the support of prime suppliers, 8% of our global Addressable Spend was placed with small and medium-sized enterprises and ownership-diverse businesses, majority-owned by ethnic minorities, women, LGBT+, veterans, service-disabled veterans, persons with disabilities and social enterprises (collectively defined as diverse suppliers), measured across our direct suppliers and their sub-contractors. We aim to work with the best diverse suppliers<sup>1</sup> in the markets we do business in. We also recognise the power we have, through the suppliers we use, to drive better economic outcomes for disadvantaged communities. We have pledged to double our supplier spend with Black and female owned businesses by 2025

<sup>1</sup> For Barclays, a diverse supplier is either diverse by size – a micro, small or medium-sized business – or diverse by ownership – generally 51% owned, controlled and operated by ethnic minorities, women, LGBT+, military veterans, persons with disabilities or social enterprises.

## Global Supplier Diversity and Inclusion Showcase

This year Barclays hosted a two-part Global Supplier Diversity and Inclusion Showcase Series designed to help Barclays crowdsource the best diverse supplier talent available in the market, increase spend with diverse suppliers, as well as support small and local suppliers to navigate corporate supply chains. This series positioned the bank as a leader in promoting procurement opportunities into the diverse supplier community.

The first event, the Opportunity Showcase, attracted 560 participants from around the world who were either diverse supplier intermediaries, such as NGO's and capital providers, accelerators and Barclays bankers - or were selected suppliers themselves. Between March and June, nearly 600 new applicants were driven to the Barclays Supplier Marketplace [Barclays.com/supplierdiversity](https://barclays.com/supplierdiversity) submitting new or revised applications. A group of nearly 50 applicants were invited to interview or pitch to a curated audience of decision-makers during the Capability Showcase in July, with several advancing to be considered for near-term opportunities. Applicants not selected to interview or pitch are considered for other opportunities on an ongoing basis. Some have been invited to the recently launched Barclays Innovation Hub to showcase technology innovations.



## Access to Capital Market Leadership

We want to use our expertise to find ways of increasing capital to diverse suppliers. This year, we worked with the leading NGO for minority business development, the National Minority Supplier Development Council (NMSDC.org), where we helped to introduce the Capital Manager's Programme which aims to aggregate the world's leading capital providers – from small to large, diverse and bulge-bracket, angel groups, venture capital and private equity firms. This new capital ecosystem will usher in a new era of high-growth, well-capitalised, enterprise-ready minority businesses that will be prove to be more competitive in corporate supply chains.

During the annual NMSDC conference in October 2021, Group CEO C.S. Venkatakrisnan presented a \$100,000 seed sponsorship to NMSDC to anchor the new Capital Manager's Programme.

## Championing D&I in our communities

# How we are investing in our communities

Barclays has a long history of supporting Citizenship programmes dedicated to promoting social equity in our communities and our programmes continue to be designed for inclusion.

### Supporting communities through the pandemic

Barclays is supporting ethnically diverse communities who have been disproportionately impacted by the pandemic. Through our £100m COVID-19 Community Aid Package we have worked with The Global Majority Fund, alongside the National Emergencies Trust and Comic Relief, to help people across the UK as they emerge from the crisis. We've also made 250 donations of £100,000 through our extended 100x100 Programme, which is enabling grassroots charities in the UK to reach communities most impacted.

### Working with military professionals and veterans

Barclays Military and Veterans Outreach (MVO) programmes are helping to build a more inclusive culture at the bank by helping service personnel and veterans to build second careers beyond the military. They also support military spouses and partners, as well as employees who are serving reservists.

In the past five years, over 700 veterans have joined Barclays in the UK and US as full-time employees. This hiring continued throughout the pandemic, with more than 65 ex-service personnel completing 12-week virtual placements, 80% of whom went on to secure permanent roles at Barclays.

MVO supports all service leavers and veterans – regardless of rank, service or circumstance – including those who are being medically discharged from the UK armed forces through partnerships with military charities and the Ministry of Defence's Personnel Recovery Centres.

In the next four years, our military charity partnerships with Groundwork Greater Manchester, Mission Motorsport, Royal British Legion Industries and Walking with the Wounded, will help to build the employability skills of wounded, injured, sick and vulnerable veterans, supporting them into long-term, sustainable careers.

Barclays work in this sector has been recognised through the receipt of the highest level Gold Award as part of the UK Government's Armed Forces Covenant Employer Recognition Scheme.



*We've also made 250 donations of £100,000 through our extended 100x100 Programme, which is enabling grassroots charities in the UK to reach communities most impacted.*

### Upskilling historically overlooked workers

In the UK, through our Skill up, Step up LifeSkills partnership with the London Evening Standard, The Independent and the London Community Foundation, we're helping to upskill more than 1,000 young disadvantaged people living in London, including Black Londoners who are twice as likely to be unemployed compared to their white peers.

We're also working with LifeSkills partner, Per Scholas, to upskill historically overlooked workers across New York by funding the expansion of a new technology training campus in Brooklyn.

The campus uses a state-of-the-art satellite model with streaming technology that will enable Per Scholas to reach underserved populations in more areas across New York City. In 2022, it will enable them to impact 1,000 New Yorkers by providing unemployed or underemployed people with tuition-free training in in-demand technology skills, as well as professional development support and advancement training for alumni.

The campus demonstrates Barclays' commitment to promoting social equity in local communities and follows the opening of a training centre in Delaware, in partnership with Tech Impact, which is providing pathways into employment for ethnically diverse communities.

## Championing D&I in our communities continued

### Championing equality through sport

Barclays has a long history of sponsorship across sport and 2021 marked 20 years of Barclays' commitment to football through its sponsorship of the English Premier League – the most watched sports league in the world.

In 2021 we announced that we will invest more than £30 million in women's and girls' football over the period from 2022–2025, doubling the existing investment, and setting a new record for investment in UK women's sport.

The bank will also become the first title sponsor of the Barclays FA Women's Championship from the start of the 2022-2023 season as Barclays and The FA aim to support the development of the second tier of the women's competition pyramid, and encourage further investment in women's football.

Barclays will also increase its investment in girls' grassroots development, extending its sponsorship of The FA Girls' Football School Partnerships (FAGFSP) with the aim of giving girls equal access to football in schools. Since Barclays became sponsors of the FAGFSP two years ago it has seen 6,500 new schools join the scheme taking the total to over 9,500, almost halfway to the target of achieving equal access to football in schools by 2024. The increased funding will help The FA expand the number of people working on the programme and achieve the aim of 20,000 schools offering football to girls by 2024.

And through initiatives like Rainbow Laces, which champions LGBT+ inclusion in sport, and participation in Kick it out, the campaign to tackle racism and discrimination in football, Barclays is actively involved in standing up for equality in sport.

Most recently, Barclays and the National Football League (NFL) in the US have expanded the NFL Extra Points loyalty programme to allow card members to donate their points to charities tackling racial injustice.



### Spotlight on Three Generations: Football, Family and Black Excellence

During Black History Month UK, we celebrated three generations of an incredible football family's successes, experiences and history in the game through a new short film: Football, Family and Black Excellence.

In the film Barclays Football Ambassador, Ian Wright, and his son, Shaun Wright-Phillips take a road trip to visit Ian's grandson, D'Margio, the third generation of Wright footballers set to make it big.

Barclays commissioned Ian Wright's production company, Serpentine to produce the film which is dedicated to hiring and nurturing Black talent in the media industry.

The film is now available externally and being promoted globally through broadcast TV channels and Premier League Productions to over 120 countries. In line with our Race at Work Agenda, this is a unique opportunity to use Barclays football partnerships as a platform to discuss the important topic of race, and to educate, inform and support inclusivity, championing the fact that football is for everyone.



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## Recognising our work

# Recognising colleagues' impact

Every year, Barclays recognises and celebrates colleagues around the world who are making a positive impact in our communities or helping to strengthen our inclusive culture at the Citizenship and Diversity Awards.

For the 2021 Citizenship and Diversity Awards, we received more than 600 nominations.

### Recognising colleagues helping to strengthen our inclusive culture

Three of the 2021 Citizenship and Diversity Awards global finalists:



**In Asia Pacific colleagues ran Women in Machine Learning** – Women in Machine Learning was conceived to tap into existing female tech talent at Barclays and upskill them in artificial intelligence and machine learning. The group ran a 12-week programme where participants learned to code, received 1:1 mentorship and learnt to approach any challenge with data insights. As this community grows, they will organise roadshows and hackathons, and expand the programme to the UK and the US.



**Colleagues drove allyship training in the US** – Spectrum and Black Professionals ERG created materials and content to provide techniques for managing change, challenges and pressures that may be associated with being an authentic and inclusive ally to the LGBT+ and Black communities in the workplace.



**UK colleagues piloted mentoring initiative for those with a disability, mental health or neurodiverse condition** – The Reach UK Mentoring Scheme combined traditional and reverse mentoring initiatives. Colleagues with a disability, mental health or neurodiverse condition learn from their mentor's experienced insights, who in turn grasp the challenges, experiences and remarkable strengths their mentee's condition brings. It was showcased as an example of best practice to external disability networks at an event facilitated by PurpleSpace about supporting disabled colleagues' careers.

“  
For the 2021 Citizenship and Diversity Awards, we received more than 600 nominations.”

## Recognising our work continued

Here are some of the ways Barclays and a number of our employees have been recognised for our work efforts over the past year.

### United Kingdom



Barclays was placed **#1 on LinkedIn's Top Companies list**



2021 Bloomberg **Gender Equality Index**



Reaccredited with **Disability Confident Leader** with the UK Government



2021 **Working Families Best Practice Awards** Finalists



Six colleagues received a **We are the City Rising Star Awards**



Three colleagues featured in The Female Lead book **'We Rise by Lifting Others'**



Colleague named as **Next Generation Leader of the Year** at the Women in Finance Awards

### Americas



**Disability:IN** – Disability Quality Index – 100%- US



Corporate Equality Index: achieving a score of 100% and earning the designation as a **'Best Place to Work for LGBTQ Equality'**



**100 Best Companies** from Seramount (formerly Working Mother Media)



**Best Companies for Dads** from Seramount (formerly Working Mother Media)

### Asia Pacific



Working Mother Media and AVTAR Group **100 Best Companies for Women in India** (Top 10)



2021 'Silver' employer for India's **Workplace Equality Index**



Executive sponsor of Spectrum India co-authors book **Pride Circle** presents **'EQUALLY: Stories by Friends of the Queer World'**, a first of its kind anthology of powerful personal stories by individuals who have stood up, spoken up for the LGBT+ community



INCLUSION LGBTIQ+ case study selected in the D&I Compendium for the 13th Edition of the **NASSCOM Global Inclusion Summit**

## Contact us

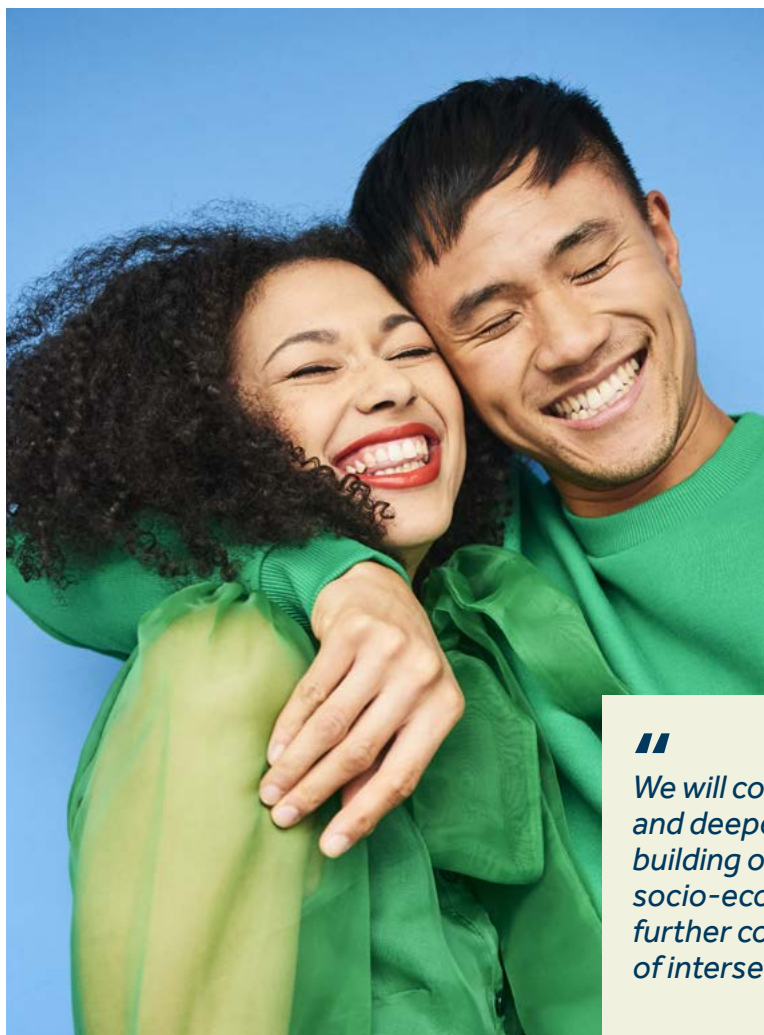
# Looking forward

In 2022, we will continue to focus on our principles of transparency, accountability and engagement, across our six D&I agendas: Disability, Gender, LGBT+, Multicultural, Multigenerational, and Socio-economic Inclusion.

In particular, we will be driven by our data, measuring our success through the progress we make against our Gender and our Ethnicity ambitions, and our Inclusion Index.

We will continue to apply a regional lens to our global strategy, so that our activity is applicable in the communities within which we operate. We will continue to expand and deepen our focus areas, building out our approach to socio-economic inclusion, and further considering the impact of intersectionality. And we will continue to engage colleagues in discussions on diversity and inclusion, through our ERGs, our Courageous Conversations series and our Inclusion Summit.

There is more we can do to further embed D&I through our people processes, and to leverage external partnerships as an enabler, such as deepening our relationships with Universities and Colleges in the UK, typically with a more diverse student population and Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs) in the US, and working with community partners to access and support diverse pools of talent through our LifeSkills programme and recruitment initiatives.



## Contact us to know more

Whatever your business's size, location or industry, an effective diversity and inclusion strategy could set you apart from the competition. Committing to driving cultural change and striving to build an inclusive organisation is a critical aspect of developing a diverse and inclusive organisation. If you need advice or inspiration to drive change in your business, our experienced team has a wealth of resources and insights. For more information, please contact our Global D&I Team at:

[barclaysdiversityandinclusion@barclayscorp.com](mailto:barclaysdiversityandinclusion@barclayscorp.com)



Find out more at [Barclays.com/diversity](https://www.barclays.com/diversity)



*We will continue to expand and deepen our focus areas, building out our approach to socio-economic inclusion, and further considering the impact of intersectionality.*

Growing. Together.

## Supporting entrepreneurship

When childhood friends Irina Albita and Maria Tanjala decided to pool their expertise in the film and financing sectors, they created a product that is revolutionising the way that creative industries receive payment for their work. Their joint venture, FilmChain, is a fintech that uses blockchain technology to automate the process of channelling royalty payments to rights' holders in film and TV.

Barclays UK has been a crucial partner to FilmChain for four years providing them with the benefits of a globally recognised bank. Our capacity to open unique client bank accounts in any currency and offer competitive FX rates, as well as the customised support of our sector expertise has been crucial to the success of their business. Through the support of the Rise network and their participation in the Female Founders First programme, we have provided support to help them navigate complex business challenges, including fundraising, leadership, scaling and growth. This has been a key differentiator in FilmChain's ability to expand at pace.

Furthermore, with film clients around the globe, Barclays' international network continues to be invaluable to FilmChain as it continues to expand its own client base, with plans to open offices in Germany and the US this year and enter the enterprise market.



*By automating processes and having the ability to open Barclays global client accounts with multi-currency access, FilmChain saves industry professionals millions of pounds in mismanaged funds, human errors and lack of data.*

**Maria Tanjala**  
Co-Founder, FilmChain

### Barclays PLC Annual Report 2021

A detailed review of Barclays' 2021 performance with disclosures that provide useful insight and go beyond reporting requirements.

### Barclays PLC Climate-related Financial Disclosures 2021

A report aligning to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in this, the fifth year of disclosure.

### Barclays PLC Pillar 3 Report 2021

A summary of our risk profile, its interaction with the Group's risk appetite, and risk management.

### Barclays PLC Fair Pay Report 2021

An overview of our approach to pay, including the principles and policies of our Fair Pay agenda.

### Barclays PLC Diversity & Inclusion Report 2021

An overview of the Group's approach to building a more inclusive company, including a progress report on each of our six pillars of diversity and inclusion.

### Barclays PLC Country Snapshot 2021

An overview of our global tax contribution as well as our approach to tax, including our UK tax strategy, together with our country-by-country data.



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