



Our journey to 'Go-To'



2013 was an important year for Barclays

The focus of the Board, myself and the senior leadership has been to put in place the foundations for long-term sustainable success.

To deliver a sustainable performance, we must balance the needs of all our stakeholders across the short and long-term. This requires us to engage with them and understand them more deeply than before. We have introduced for 2014 a Balanced Scorecard which measures performance against metrics in five key areas:

-  Customer & Client
-  Colleague
-  Citizenship
-  Conduct
-  Company

Setting ourselves stretching, but achievable goals in each of these five areas will ensure we are delivering for our shareholders. The outcomes this drives will be mutually re-inforcing and will help us become the 'Go-To' bank.

Antony Jenkins
Group Chief Executive



Outcome Statements

We balance our stakeholders' needs across the short and long-term.

Our activities drive mutually reinforcing outcomes across stakeholders.



Customer & Client

We are 'Go-To' for our customers and clients

Barclayloan

We aspire to offer a differentiated customer experience by delivering simple products that fit with our customers' modern lifestyle, and run on robust operational platforms.

Our Consumer Lending business in the UK

2013 has been a year of important changes in our unsecured personal lending business in the UK. We've rationalised our product set and focused on 'Barclayloan' as our core offering for customers wishing to borrow for major purchases like a car, home improvement, or more general borrowing needs.

Our enhanced analytics and systems capabilities have allowed us to offer better individual pricing decisions, broadening the appeal of Barclayloan in a highly competitive market.

In July 2013, we completed our multi-channel loan programme by integrating Loans into our Mobile Banking platform. As a result, now we offer loans to 4 million customers via Mobile Banking, Online and conventional channels.

We've also worked on improving our customers' access to loans. With Mobile Banking, eligible customers can now apply for a loan at a time and place of their choice, and get the money on their Barclays account straightaway.

The results

Our Transactional Net Promoter Score® for customers 'approved to open a loan' has risen to +69, and we've seen a reduction in customer complaints by 64% in the last 2 years.

Note

Net Promoter, Net Promoter Score and NPS are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld.



 Colleague

Our colleagues are fully engaged
We create a diverse and inclusive environment where colleagues can fulfil their potential

Diversity & Inclusion – Unconscious Bias Leadership Programme

We believe that leadership drives culture and as a result the development of our senior leaders is of crucial importance in building and maintaining a diverse and inclusive culture.

2013 marked the launch of the Unconscious Bias Leadership Programme, a development initiative aimed at supporting over 8,000 Directors and Managing Directors in tackling unconscious bias through talent management.

Our senior leadership have significant responsibility for Values based development of colleagues within Barclays. Therefore, it is important that leaders understand, identify, and challenge their unconscious biases, which inform conscious decisions relating to recruitment, promotions, and performance.

The programme explores in-depth how to identify our biases via a live and interactive case study and to date we have delivered over 50 workshops to nearly 4,000 senior leaders globally.

Some of the actions taken by leaders following the workshop include:

- Ensuring short-lists of candidates are diverse
- Analysing performance development outputs to ensure women and underrepresented populations are treated equitably
- Challenging themselves and their peers in calibration of talent on subjective skills such as gravitas, style or time in role

The program challenges our leaders to rethink decisions they make related to their people, and ultimately, helps them make better decisions for the entire organisation. Authenticity is an important factor in success, and the key to this is feeling comfortable in bringing our entire selves to work. We must be attentive to our daily interactions and decision making in order to uphold the value of Respect for all stakeholders.



We positively impact the communities in which we operate

Banking on Change

Financial services can play a critical role in enabling social and economic progress, growth and development, requiring us to create products, services and solutions that benefit society.

Banking on Change is the first partnership between a global bank, Barclays, and international NGOs, CARE International UK and Plan UK, to successfully link informal savings groups to the formal banking sector. The partnership aims to break down the barriers to financial inclusion and improve the quality of life in the poorest communities, by giving people the skills to save and manage their money effectively.

Since 2009, we've made a difference to the lives of over half a million people around the world who are living on less than \$2 a day, through a savings-led approach to microfinance. In 2013, Barclays renewed its commitment to the partnership with an additional investment of £10m, enabling us to reach many more people in Egypt, Ghana, India, Kenya, Tanzania, Uganda and Zambia.

We can't deliver our ambition alone, so we're calling on other organisations to engage in the development of a set of international principles for savings-led financial inclusion – the 'Linking for Change' Charter. It seeks to build support for the principles and open up access to formal banking for the 2.5 billion people who are financially excluded.

Between now and 2015, Banking on Change is increasing its focus on young people by establishing 10,000 youth savings groups which will help them develop the skills to become more financially independent and gain access to formal banking. Banking on Change is central to Barclays' 5 Million Young Futures Citizenship commitment to invest not only money, but employees' time and expertise in community programmes that enhance the enterprise, employability and financial skills of disadvantaged young people.



Conduct

Our products and services are designed and distributed to meet clients' needs
We act with integrity in everything we do

The Barclays Way

We are committed to being robust and active in restoring Barclays reputation and to driving the cultural change required to achieve this. We believe it is important to be crystal clear about our expectations of colleagues and to create an environment where people feel able to speak up when they encounter decisions, actions or behaviour that fall short of our standards.

In 2013 we launched The Barclays Way, a code of conduct for all colleagues globally, which sets out in one place what it means to work at Barclays and the standards expected of us. It gives examples of how our Values should be put into practice and covers the main policies and procedures that form the behavioural, ethical and compliance elements of what we do. Every colleague must abide by this and attest annually to having read and understood it.

The publication of a code of conduct was one of the commitments made in April 2013 in our response to the Salz Review of behaviours and practices at Barclays. We said at that time that we would develop and publish an updated global code of conduct. The Barclays Way sends a strong signal that we mean what we say about being a values-led organisation and that we are committed to taking a more balanced approach to measuring performance and success.

Later this year Barclays will launch The Barclays Guide. The Barclays Guide comprises a number of core components (including the Barclays Way) that set out, for colleagues, how Barclays organises, manages and governs its business.



 Company

We create sustainable returns above the cost of equity
We understand and effectively manage our risks, and continuously improve control

IT Systems Transformation

Cost is a key strategic battleground for banks.
Our focus is on managing costs strategically so that
we reduce cost while improving controls and the
customer and client experience.

Our bank-wide revamp of legacy IT systems is based on this principle.

Developing one consolidated risk analytics platform across the
Investment Bank removes duplication and complexity and
increases control and efficiency across asset classes.

Decommissioning a legacy platform in Equity Derivatives and
replacing it with a new system that increases control and is
better adapted to new regulation will also improve operational
capacity and efficiency. Ultimately, it will lead to an enhanced
client experience with greater transparency and improved
distribution and pricing.

Implementing one credit card platform across continental Europe
will enhance service for Barclaycard customers while improving
operational efficiency.

These changes have been put in motion in 2013 and will roll out
through 2014 and 2015. Our focus on fewer systems and streamlined
processes supports our regulatory and control priorities, will continue
to increase our efficiency and will upgrade our capability to benefit
customers and clients.



This report is printed on paper made in the UK using FSC/PEFC certified fibre. The printer and manufacturing mill are both accredited with ISO14001 Environmental Management System Standards and both are FSC certified. The mill operates a low carbon energy policy in accordance with the Government Climate Change Levy, helping to reduce the carbon footprint of this document.

Registered office:
1 Churchill Place, London E14 5HP
Registered in England.
Registered No: 48839

© Barclays Bank PLC 2013

Designed by Fishburn™
thisisfishburn.com

Photography by Phillip Gatward, Jon Spaul,
John Wildgoose