



Diversity and Inclusion Report 2020



Making a difference

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

In the wake of an extraordinary year, we have refreshed our corporate Purpose and our Values to ensure they are relevant to today's world.

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.

Our Values

Respect

We harness the power of diversity and inclusion in our business, trust those we work with, and value everyone's contribution.

Integrity

We operate with honesty, transparency and fairness in all we do.

Service

We act with empathy and humility, putting the people and businesses we serve at the centre of what we do.

Excellence

We champion innovation, and use our energy, expertise and resources to make a positive difference.

Stewardship

We prize sustainability, and are passionate about leaving things better than we found them.



You can read more about our new Purpose at home.barclays/purposeandvalues

Our Stakeholders

Having a strong Purpose and Values ensure we are able to deliver for all our stakeholders:

For our customers and clients

We help those who use our products, services and expertise realise their aspirations

For our colleagues

We support their health and wellbeing, enable them to build their career and empower and motivate them to be able to provide excellent service

For society

Our success over the long term is tied inextricably to the progress of our communities and the preservation of our environment

For our investors

We continue to build a strong, diversified business that can deliver attractive and sustainable returns

Chief Executive's introduction

Over the years, Barclays' innovative spirit has shaped our progress in becoming a more diverse and inclusive company. We were the first bank in the UK to employ a female branch manager and, some years later, the first to feature same sex couples in our advertising. The mental health campaign This is Me, first started by Barclays colleagues, has now been adopted by over 300 companies. We were also a founding member of the Global Diversity Champions Group at Stonewall, the Business Disability Forum, and UN Women's HeForShe campaign, as well as one of the first companies to sign the UK Race at Work Charter.

The publication of this report is a first as well. It brings together the interconnected ways we think about diversity and inclusion at Barclays, and sets out our strategy to build and maintain a culture that makes everyone feel included and supported, providing equality of opportunity for talent at all levels and from all backgrounds to grow. Over time, I hope it will also serve as an important way to assess our progress as we strive to improve further.

I am pleased that we have taken some important steps forward this year. Our graduate intake was one of the most gender diverse groups we have had and the number of women in senior roles – although still too low – continues to grow.

We have also worked extensively with our Black colleague forums following the appalling events of last summer in order to challenge what more we can do, and to shape our new Race at Work agenda and set out a series of actions to help us attract, develop, and add to our great Black talent. From 2021, I also want us to extend this plan to all ethnically diverse groups.

In such a challenging year for so many of us, we have learned a lot from our disabled colleagues about making the right workplace adjustments to remove or reduce barriers.

I am also delighted to see membership of our associated Colleague Diversity Networks at an all-time high.

Yet there is still much more to do. In some cases, we need to speed up progress we are already making by improving the effectiveness of our existing initiatives and sharpening our ability to understand our data, listen to colleagues and respond. In other cases, such as achieving a better understanding of the diversity of our colleagues' socio-economic backgrounds, we need to develop new ways of thinking.

Ultimately, we are trying to build an organisation that is more equal at all levels. We do this, not simply because it is right, but because it makes us a more effective organisation too. It enables us to make the most of our different backgrounds, perspectives and experiences in order to better understand and serve our customers, clients and communities.

I hope you will find this report as important and uplifting as I do. We are on a long journey, but I am encouraged by the progress we are making.

James E Staley
Group Chief Executive, Barclays

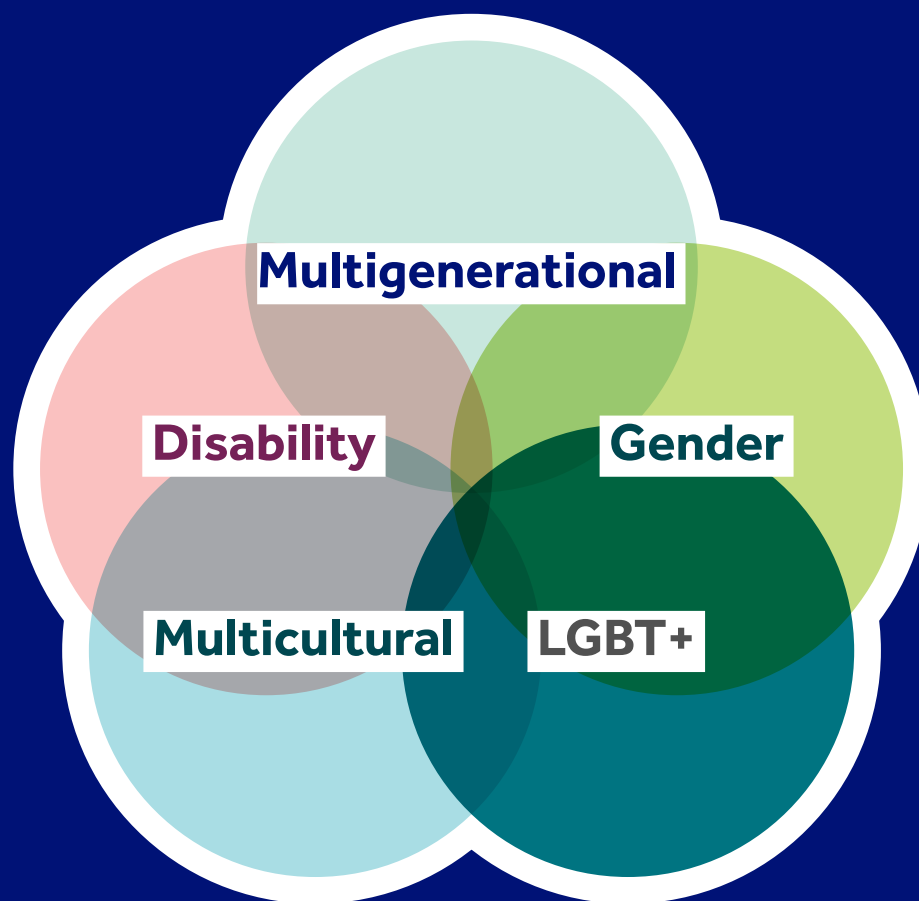


“Ultimately, we are trying to build an organisation that is more equal at all levels. We do this, not simply because it is right, but because it makes us a more effective organisation too.”

Our focus

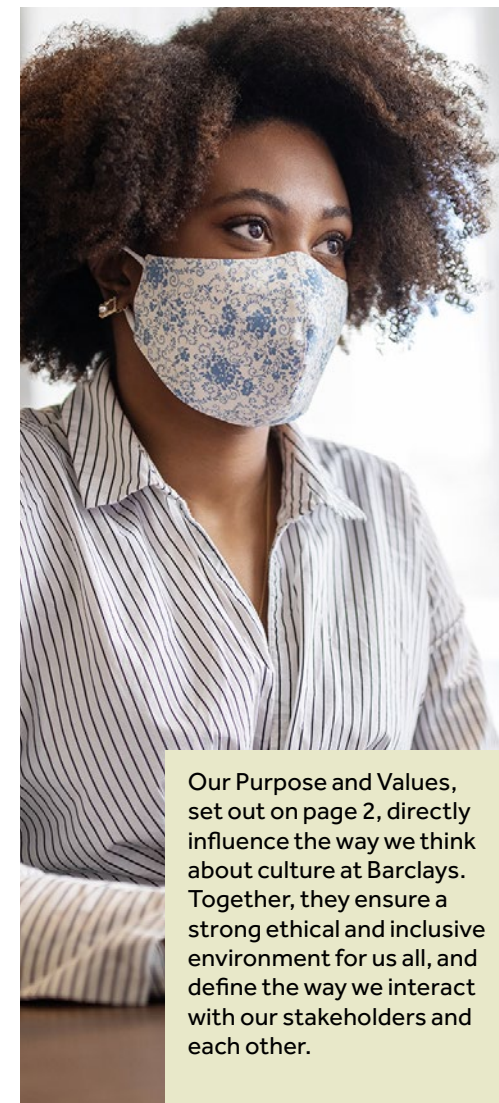
At Barclays, we believe that creating an inclusive and supportive culture is not only the right thing to do, but also what is best for our business. It makes us better at understanding the needs of our customers and clients, and it creates a sense of belonging and value that enables our colleagues to perform at their best.

We focus on five pillars of diversity and inclusion



We recognise there are many elements of an individual's identity that overlap. For instance, a female colleague may also identify as LGBT+, be from a minority ethnic group and/or have a disability, mental health or neurodiverse condition. The associated experiences that go with these intersecting identities is called intersectionality and can, for some people, mean the disadvantages they face in society are compounded. We consider the impact of intersectionality across all of our diversity and inclusion pillars.

Each pillar also benefits from having an executive sponsor, including Jes Staley as the sponsor for Gender and C.S. Venkatakrishnan, Global Head of Markets and Co-President of Barclays Bank PLC, as the sponsor for Multicultural.



Our Purpose and Values, set out on page 2, directly influence the way we think about culture at Barclays. Together, they ensure a strong ethical and inclusive environment for us all, and define the way we interact with our stakeholders and each other.

Highlights this year

Equal opportunities to progress

- We implemented a **12-point action plan on Race at Work** that will open up opportunities to attract, develop and add to our great Black talent.
- We have created an **ethnicity dashboard** to increase transparency and accountability for senior leaders.
- We extended our **tracking of female representation and regularly provide leaders with detailed dashboards** reflecting the gender and ethnic diversity of our colleagues. This enables us to track progress against a baseline for three key levers: Hiring, Promotions and Retention.
- We now have **26% females at Managing Director and Director level globally**, up from 25% at the end of 2019.

Listening to our colleagues

- We launched our first diversity survey, **Everyone's Included**, which provided us with enhanced diversity and inclusion and self-identification data from our colleagues.
- We launched our **Inclusion Index**, which is one way we have been able to measure how included our colleagues feel. Our overall Inclusion Index score this year was **76%**, with **89% of colleagues saying they feel included in their team**.
- We have **launched a mandatory inclusion objective** for all colleagues. The objective is focused on role-modelling inclusive behaviours and building an inclusive culture.
- We have launched mandatory **ethnicity training** for all colleagues.

Increased focus on allyship

- We launched **The Power of Allies Toolkit**, empowering colleagues to enable everyone to feel they belong, and helping people develop empathy towards another group's challenges or issues.
- Membership of our **Colleague Diversity Networks** has increased, and is at an all-time high, with over **23,000 colleagues globally** now involved in one or more network.

Fair pay

- We remain committed to **fairness and transparency in the way we pay all our people** – from fairness for the lowest paid to the way we align employee and executive remuneration.
- This year we continued to progress our **work on global living wages**, reviewing more locations than in 2019. We also **enhanced medical provision** for all colleagues in the UK and India, providing access to a range of online services and appointments.
- We continue to require that pay decisions **must not take into account gender, age, ethnicity, disability, sexual orientation or any other protected characteristic**.
- You can read more about our approach to pay in our **Fair Pay Report 2020**.



You can read our Fair Pay Report 2020 [here](#)

Looking ahead: 2021 and beyond

- We will deliver **cross-cutting campaigns** that focus on: challenging stereotypes, inclusive development, empowering allies.
- We will build **intersectional collaboration** across our Colleague Diversity Networks.
- We will embed **'Inclusion and Race Champions'** in all of our business units.
- We will launch mandatory **race and ethnicity training**.
- We will look to learn from **Race at Work interventions** and extend the **Action Plan to include other ethnically diverse colleagues**, as well as to our customers and clients, and communities.
- We will increase our focus on **social mobility** to open up our talent pool, having set a global baseline of **39%** of colleagues stating that they are the first generation to **attend university**.
- We will engage our diverse communities in developing future ways of working as we assess the changes that could provide greater **flexibility in working practices** after the pandemic.

Our approach

We believe that diversity in our workforce makes Barclays a stronger business. To build and maintain that diversity, we need a culture that makes everyone feel included and supported, and provides equality of opportunity for talent at all levels to grow.

Creating a diverse and inclusive culture

Having colleagues with a mix of backgrounds and life experiences makes us better at supporting our customers, clients and communities. It promotes diversity of thought, encourages innovation and makes us more reflective of the individuals and businesses we serve.

Building and maintaining that diversity requires a culture that makes all our colleagues feel included and respected for bringing their whole selves to work. We have identified four strategic priorities to help us achieve that goal.

Strategic priorities

- Delivering equality of opportunity in order to improve our ability to attract, develop and retain diverse talent
- Finding opportunities to strengthen our inclusive culture by building synergies across different diversity agendas (intersectionality)
- Embedding inclusion at all stages of a colleague's career journey at Barclays, enhancing their day-to-day experience
- Leveraging data, evidence and insight in order to evaluate our progress, demonstrate impact and identify new and better ways to do things

Culture and conduct

We believe that the stronger our culture is, the better the choices our people will make – and the stronger our business will be for all our stakeholders. Our culture also helps us to reduce the impact of poor conduct on our customers. We do not intend to repeat the errors of the past.

Our most senior leaders spend significant time setting the right tone at Barclays, and our Purpose and Values are now deeply embedded in their message. We are investing in the skills of our leaders throughout the organisation as well, with two new leadership programmes helping us to develop the culture carriers of the future.

We also strengthen our culture with clear and effective controls. We continue to see a marked improvement in the number of operational risk events and compliance breaches. We will continue to invest in reducing risks and breaches further and in making our controls better.

Colleague Diversity Networks

Our Colleague Diversity Networks provide colleagues with valuable support and advice, create development opportunities, and raise awareness of issues and challenges. **We have seven networks**, all of which closely align to our diversity and inclusion pillars and all of which are open to any employee. Our networks also influence our people policies, help us to challenge the status quo, and give us insight into how we need to adapt to give colleagues the support they need to succeed.

With so many colleagues working remotely this year, our networks worked tirelessly – and creatively – to ensure their members felt supported and connected. Using digital tools and new platforms in a way we had never seen before, the networks successfully engaged with, and even increased, their membership. **With over 23,000 colleagues globally in 2020** now involved in one or more of our diversity networks, membership is at an all-time high.

Our Colleague Diversity Networks:

- Barclays Military Network
- Bridge: the multigenerational network
- Embrace: the multicultural network
- Reach: the disability, mental health and neurodiversity network
- Spectrum: the LGBT+ network
- Win: the gender network
- Working Families Network

Our networks also include sub forums, focusing on different topics, themes and issues that align to a specific group relevant to that network.



Creating a diverse and inclusive culture continued



The Power of Allies Toolkit

In 2020, we enhanced our culture of inclusion and encouraged colleagues to become allies in the workplace through a new toolkit. The Power of Allies Toolkit supports colleagues to take conscious, positive steps to help everyone feel that they belong, and develop empathy towards another group's challenges or issues. In our Your View colleague survey, **84% of respondents told us they believe we are all in this together at Barclays, while 82% say they believe leaders are committed to building a diverse workforce.**

Allies in the workplace actively promote and inspire colleagues to advance our culture of inclusion. Most of our Colleague Diversity Networks have an allyship initiative – Male Allies, Race Champions, Spectrum Allies, Reach Purple Champions and Dynamic Working Champions.

What we mean by allyship

Allyship means being consciously inclusive. It helps colleagues to feel respected, involved and connected every day. It means:

- Embracing difference by seeking the views of people with different perspectives and experiences
- Empowering others to succeed and ensuring everyone's voice is heard and their contributions equally valued
- Standing up and speaking out for what is right and holding others to account for their behaviours
- Opening up opportunities for progression and levelling the playing field for under-represented groups
- Challenging your own understanding and learning about communities different to your own



“

What's great about these networks is that you give back to the community. It makes Barclays a more well-rounded firm where you're just happier to be an employee.

Joshua Levine, Business Manager, US Credit / Co-Chair of Reach

Creating a diverse and inclusive culture continued

Recognising and celebrating colleagues

Every year, we recognise colleague efforts through our long-standing Citizenship & Diversity Awards. Winners are selected by a panel of industry experts, chaired by Jes Staley, and in 2020 we received our **highest number of nominations yet, at over 750**. The event is an opportunity to recognise and celebrate colleagues around the world who are making a positive impact on society or helping to strengthen Barclays' inclusive culture.



Colleagues behind Win Careers Week, who won a Citizenship & Diversity Award in 2020



Supplier diversity and inclusion

As one of the world's largest financial services institutions, we understand that we need to lead by example in the way we do business. Barclays' Global Supplier Diversity and Inclusion initiative ensures that our procurement process remains transparent, objective and non-discriminatory when selecting third-party providers.

We rely upon a network of internal stakeholders and external partners to curate a pipeline of diverse suppliers to compete for our third-party needs. 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 women, LGBT+, military veterans, persons with disabilities or ethnically diverse talent.

Diverse suppliers interested in doing business with Barclays are encouraged to register with us at barclays.com/supplierdiversity.

Over the past several years, with the support of prime suppliers, Barclays has achieved a global spend rate of **8% with diverse suppliers**. We are among a small group of multinationals having the ability to report supplier diversity and inclusion performance at a global level in a singular currency, as measured by The Hackett Group Supplier Diversity Benchmarking Survey, 2016.

In driving towards a more sustainable enterprise, we expect our supply chain partners to help us achieve excellence in, among other measures, workforce and supplier diversity and inclusion. For a complete set of sustainability measures, refer to the Barclays Supplier Code of Conduct.

Creating a diverse and inclusive culture continued

Equal opportunities to work and progress

As an Equal Opportunities Employer, we are committed to providing equal employment opportunities to all applicants and employees.

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 International Labour Organisation 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 or victimisation on any grounds.

We are committed to paying our people fairly and equitably 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.

Governance, training and reporting

Across Barclays, we operate Diversity and Inclusion Councils. These exist to formulate diversity plans appropriate for individual business areas and to determine the best way to execute our global diversity and inclusion strategy, as well as monitor progress. They are chaired by senior leaders from the business, mainly at Managing Director level, and take responsibility for building an inclusive culture within their business units, opening up opportunities for diverse talent to join and progress.

Inclusion is a critical theme throughout our training and development programmes, with workshops and resources available to all colleagues, managers and leaders. We also launched **a new global platform called Learning Lab**, offering a range of resources. These resources are a great way for colleagues to continue to grow their capabilities and to build a more inclusive culture. Learning Lab also houses 'Being Barclays', our new joiner learner experience. Diversity and Inclusion is one of the highest star-rated modules for new joiners,

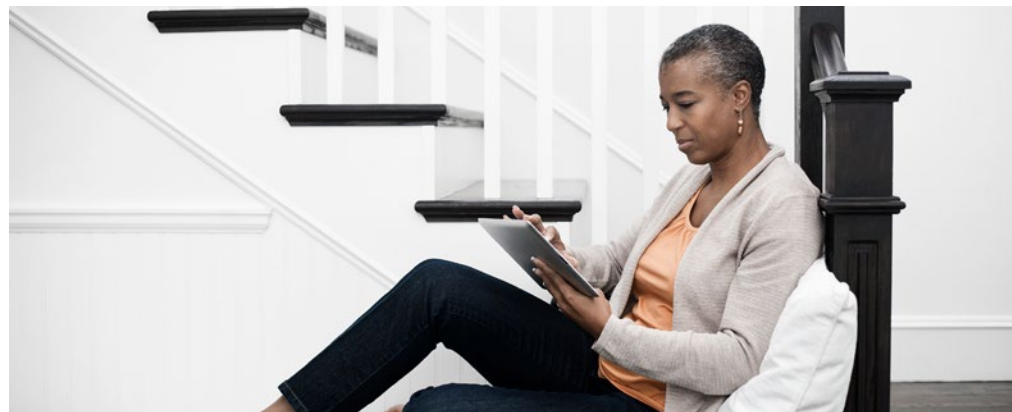
embedding our culture of inclusion from the start of their career. In 2020, **we launched our Inclusion Index**, which is one way we have been able to measure how included our colleagues feel. It has enabled us to use data to assess the impact of our initiatives and establish a benchmark for monitoring progress year on year.

Barclays meets its regulatory reporting requirements relevant to diversity and inclusion. We continue to publish our UK gender pay gaps, in line with government requirements. There are also areas where we go beyond the mandatory minimum; for example, we took the decision to voluntarily report on our ethnicity pay gaps as well. Full details of our UK Pay Gaps 2020 are set out on our website. **As a Disability Confident Leader, we are currently reporting rates of self-identification for disability of 14% (up from 9% in 2019).**

As ever, our approach to our people is informed by the latest thinking in behavioural data science, and by our capacity to track effectiveness and progress over time.



You can read our UK Pay Gaps 2020 [here](#)



This year, we proposed a clear set of objectives and measures of success and delivered a number of firm-wide initiatives. One example was working in partnership with our Black Professionals Forum to launch a Reverse Mentoring programme for Barclays UK Stewards. Reverse Mentoring encourages leaders to be mentored by a more junior colleague, enabling them to gain perspectives beyond their immediate peer groups.

Sian McIntyre, Head of Customer Strategy & Franchise Management / Chair of the D&I Council for Barclays UK

Gender

Increasing gender diversity is integral to our long-term goal for Barclays. We recognise that being able to attract, develop and retain top female talent is crucial, and that companies with gender diverse senior management teams perform better. We continue to work towards the Hampton Alexander Review target of 33%.



Making progress towards parity

Four actions to improve gender diversity across Barclays

1

Setting targets for individual business areas

We have targets for gender diversity for each of our business areas, reflecting the market environment. We actively encourage female talent to apply for open vacancies, recognising that roughly 36% of vacancies last year were filled by internal candidates. Our initial focus has been on Managing Directors and Directors, but we are doing more to address our female Vice President pipeline as well.

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 three critical levers: Hiring, Promotions and Retention. The dashboard is also used at the CEO Monthly Business Review meetings with the Group Executive Committee. We have also appointed diversity champions across our businesses and functions.

3

Actively identifying female talent in the market

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

4

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. We take time to ensure we are providing the right support and connectivity for women, especially when returning from maternity leave. For attendees of our two flagship leadership programmes, overall promotion rates increase and attrition rates fall.



Women in leadership

Over the last few years, we have made some encouraging progress to increase the number of women in senior leadership positions, but the rate of change is still slower than we would like. We know we must remain vigilant to ensure there is no bias in our hiring decisions as well as to provide targeted opportunities for our female colleagues to develop their careers.

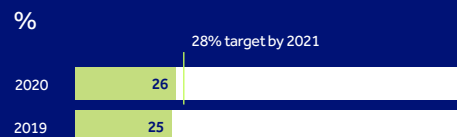
We operate two flagship leadership programmes, both of which provide a platform to help develop high-performing female colleagues.

- Aspire is designed to empower our high-potential colleagues at Vice President level. **60% of females who attended Aspire in 2020 were promoted from Vice President to Director.**
- Evolution is a leadership programme that supports the development of new and existing line managers, **training over 1,500 colleagues globally in 2020.**

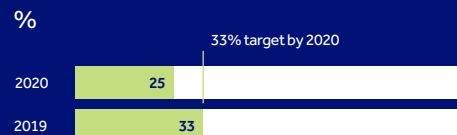
Gender continued

Female colleagues

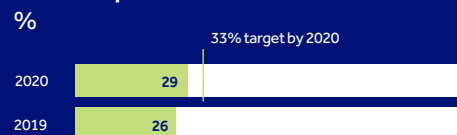
Females at Managing Director and Director level



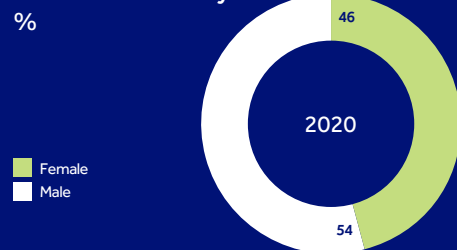
Females on Board of Directors



Females on Group ExCo and ExCo direct reports



Females in Barclays



¹Under the Companies Act 2006, Barclays is required to report on the gender breakdown of our employees, 'senior managers', and the Board of Barclays PLC's Directors. The Group's global workforce was 89,015 (48,447 male, 40,563 female, 5 unavailable), with 495 senior managers (388 male, 107 female), and the Board of Barclays PLC had 12 directors (9 male, 3 female) as at 31 December 2020. This is on a headcount basis, including colleagues on long-term leave. Unavailable refers to colleagues who do not record their gender in our systems. 'Senior managers' includes Barclays PLC Group Executive Committee members, their direct reports and directors on the boards of undertakings of the Group, but excludes Directors on the Board of Barclays PLC. Where such persons hold multiple directorships across the Group they are only counted once. The definition of 'senior managers' within this disclosure has a narrower scope than the Managing Director and Director female representation data provided above.

As a founding signatory of the HM Treasury Women in Finance Charter, a signatory of the Hampton Alexander Review and contributor to the Bloomberg Gender Equality Index, we proactively set gender targets. Our ambition is to achieve 28% female Managing Directors and Directors globally by the end of 2021.

Currently 26% of our Managing Directors and Directors globally are female, and 29% of our UK Managing Directors and Directors are female.

At the end of 2019 we had met our 2020 Board gender diversity target of 33% in line with the Hampton Alexander Review target. Following changes in the Board composition during the year, at the end of 2020, **the Board's gender diversity sits at 25%**. However, with a new appointment following the AGM in 2021, this **increases to 33%**. In 2020, we also reviewed this target, set two years earlier, and concluded it should remain at 33%.

Moving forward we will continue to build on our work to achieve greater gender diversity in the workforce. We continue to work towards the Hampton Alexander targets of 33% females on the Board of Directors and 33% on Group ExCo and direct reports.

Sponsorship and mentoring

We have sponsorship programmes for high-potential women. This year, **73% of the ex-officio roles** on our most senior committees were taken up by women. The purpose of these roles is to increase the diversity of thinking and skills within our most senior decision-making bodies. The

role enables a wide range of colleagues to be a part of the debate and senior decision-making within the organisation, as well as enabling opportunities to develop influencing skills and facilitate professional development.

Our gender network, Win, held a global Careers Week in September, supported by senior leaders, with **over 3,400 colleagues taking part in over 50 internal and external events** focused on personal development, career development and finding work/life balance.

Each year we mark International Women's Day. In 2020, we held a **series of global events for our colleagues and our clients**. In the US, Betsy Myers, former advisor to US Presidents Clinton and Obama, spoke about the importance of male allies in changing attitudes and behaviours towards women. In the UK, business leader Baroness Karen Brady CBE and John Amaechi OBE, organisational psychologist, spoke to colleagues and clients about the importance of continuing the pledge for gender parity.

Male Allies

Male Allies are committed to working with women, and one another, to make change happen and to challenge inequality. They act as champions of gender equality, supporting their female colleagues. Having been an 'Impact Champion' of the UN Women HeForShe initiative for five years, Barclays has actively spoken out about the importance of involving men in the conversation around gender equality. Doing so helps transform the work environment where all voices can be heard, irrespective of gender.

When it comes to diversity and inclusion, I think that companies often do the first part right which is hiring. That's the easy one – you can hire across gender and nationalities. It is the next part – the inclusion part – that is really about giving everyone an environment to grow. At Barclays, we are working on inclusion with initiatives like dynamic working which has been super helpful to achieve some sense of work/life balance. These small things matter and help us build a more equal environment.

Sonali Shelke, Vice President, Transaction Banking



Gender continued



Women and girls' football

In March 2019, Barclays was proud to announce the biggest ever investment in UK women's sport by a company. As part of this commitment, we support the Football Association's Girls' Football School Partnership (FAGFSP), established to solely focus on ensuring girls in England have equal access to football in schools by 2024.

As of today, we have reached **over 9,000 schools who now provide a girls' football offering (42% of the 2024 target)**.

Signs of progress

In 2020, we have seen some encouraging signs of progress in our female representation at senior levels, and in participation of the programmes that exist to help develop our female talent:

26%

of Directors and Managing Directors globally (up from 25% last year) are female

73%

of colleagues placed in ex-officio roles across senior management committees were female. Of 546 colleagues promoted to Director this year, 36% were female, representing a three percentage point increase on 2019

74%

of Directors and Managing Directors taking part in targeted development programmes with external providers such as Deloitte and the Forward Institute are women

60%

of females who attended our leadership development programme, Aspire, were promoted from Vice President to Director

Participation and membership

of our personal development and leadership platform, Everywoman, increased by 35%. Content usage has increased by 161%. Our partnership with Everywoman provides employees globally with access to a free membership to the site

Over 100 women attended

our bespoke Progression Coaching programme in the UK. The programme supports the development of high-potential female talent among our Assistant Vice President population

Over a third

of participants on our most senior Enterprise Leaders programme were female

The Times Top 50

We have been named in The Times Top 50 Employers for Women for 10 consecutive years

Multicultural

Our vision is to be inclusive of people of every race, ethnicity, nationality and faith across our workforce. We believe that Barclays' future strength lies in our ability to attract and retain colleagues from diverse backgrounds, and for us to have the diversity of thought required to achieve our goals as a company.



Moving forward with race at work

Supporting our Black and ethnically diverse colleagues is hugely important to Barclays. Over recent months we have accelerated our activity by working extensively with our Black colleague forums in the UK and US, which are part of Embrace, our multicultural network, to produce a Race at Work Action Plan, which we launched in October. The plan comprises a thorough set of sustained actions that will open up new opportunities to attract, grow and add to our great Black talent, using data to set goals and measure success. In 2021, we will also be extending this work to include other ethnically diverse colleagues, and expanding it to include a focus on our customers and clients, and the communities we serve. At the end of 2020, 17% of the Board was from an ethnically diverse background, meeting the recommendations of the Parker Review.

Tackling racism

Events over the last 12 months, in the US and elsewhere, have rightly prompted organisations like Barclays to appraise what we have been doing to aid the fight against racism. We have asked ourselves: 'is what we are doing enough?' We know the answer is that we can and should do more to help create a world in which racial discrimination is not tolerated, and in which we honour every individual's background and uniqueness. That effort has to start with listening, learning and understanding more – which we are committed to do.

We have made a decision to stop using the term 'BAME' as an abbreviation of Black, Asian and minority ethnic at Barclays because it can be considered to imply that the challenges of each ethnic group are similar, which is not always the case. We want to better represent our ethnically diverse colleagues, so we will not use this term any more.



It's important to support Black talent in the financial service industry – and not just within Barclays. We've created an action plan for colleagues to open up new opportunities to attract, develop and add to our Black talent. It will also help break down the unconscious bias deeply ingrained in all of us.

Toks Sotande-Peters, Relationship Director, International Corporate Banking / Co-chair of the Black Professionals Forum, part of Embrace



Ethnicity split

Global

%

2020 55 39 3 3

White Asian Black Other ethnically diverse colleagues

UK

%

2020 81 14 3 2

White Asian Black Other ethnically diverse colleagues

US

%

2020 49 32 9 10

White Asian Black Other ethnically diverse colleagues

Other ethnically diverse colleagues category includes Hispanic/Latino, Mixed, Native Hawaiian or Other Pacific Islander and Native American. US and UK relate to Country and not Region. Colleagues with an undeclared ethnicity and/or based in Continental Europe and the Middle East (21% of our global population) have been excluded from all calculations

Multicultural continued

UK Race at Work Charter

In 2018, we became one of the first organisations to become a signatory of the UK's Race at Work Charter. The Charter comprises five principal calls to action for leaders and organisations across all sectors, which we have used as the basis of our strategy. The five actions are:

- Having an executive sponsor for race
- Capturing ethnicity data and publicising progress
- Committing, at Board level, to zero tolerance of harassment and bullying
- Making it clear that supporting equality in the workplace is the responsibility of all leaders and managers
- Taking action to support ethnic minority career progression.

We delivered on these commitments by implementing the following:

- We have appointed an Executive Committee Member, C.S. Venkatakrishnan, as executive sponsor for our Multicultural agenda
- We continue to voluntarily disclose our UK-wide ethnicity pay gaps
- The Barclays Way, our code of conduct, is clear that we will not tolerate discrimination, bullying or harassment
- We make it clear that all of our leaders have a shared responsibility to build a diverse and inclusive culture
- We implemented a 12-point action plan on Race at Work that will open up opportunities to attract, develop and add to our great Black talent.

Barclays' Race at Work Action Plan

1

Sponsoring our top Black Directors, to support their career progression with the aim of increasing representation at the Managing Director level

2

Providing our Black colleagues with increased access to development and talent programmes, and opportunities for exposure on leadership committees, to enable them to advance their careers and help us build a pipeline of future Black leaders

3

Offering mentoring opportunities to our Black colleagues at Vice President level and below, to support their career progression and help them build their networks

4

Mandating thought-provoking training on race, featuring real-life experiences, to better educate all colleagues

5

Increasing our support for allies to Black colleagues by providing a robust suite of training tools and resources, to help them drive change in the organisation. We are supporting all colleagues to have conversations around race and ethnicity and to build inclusion awareness

6

Enhancing our relationships with Historically Black Colleges and Universities in the US, and their global equivalents, as well as diversity-focused partners, to build a pipeline of diverse interns, graduates and apprentices

7

Improving the diversity of our candidate slates for open roles, particularly for senior positions (in line with location diversity norms), and in areas where Black colleagues are under-represented, to increase representation of Black colleagues in the organisation

8

Establishing an Executive Search team that will proactively approach Black professionals about opportunities at Barclays, to enable us to build Director and Managing Director talent pipelines

9

Launching a specialised career coaching service with targeted engagement for Black colleagues at Vice President level and below, providing interview preparation and career coaching to help them with career moves within Barclays

10

Introducing enhanced ethnic diversity data, to improve transparency on our progress and to help senior leaders make evidence-based decisions to drive our strategy

11

Using our data to help us set goals and measures for attracting, developing, advancing, and retaining Black professionals

12

Continuing to listen to feedback from Black colleagues, and analyse external research, to better understand sentiment and take action that will encourage change

Multicultural continued

In 2021, we will also:



- Expand our plan to include actions to **enhance our long-standing support for citizenship programmes** dedicated to tackling racial inequalities in our communities.
- **Support the sustainable growth and empowerment of Black and ethnically diverse businesses** by partnering with Barclays clients, customers and suppliers. We will drive the direct investment of capital through acumen, mentorship and investment, and develop long-term partnerships that amplify efforts to promote Black businesses, diverse suppliers and ethnically diverse individuals.
- Continue to provide **mandatory training on race and ethnicity** – this module provides the tools to hold conversations around race and ethnicity, as well as empower colleagues to be a race ally.
- Learn from **Race at Work interventions** and extend the plan to include other ethnically diverse colleagues.
- **Increase the number of Listening Groups** in partnership with our multicultural network, Embrace, to better understand our diverse communities.
- Embed '**Race Champions**' in all of our business units.



“

I expect every colleague, manager and leader to line up behind what we have set out, move it forward, and bring about change.

C.S. Venkatakrishnan, Global Head of Markets and Co-President of Barclays Bank PLC / Executive sponsor of the Multicultural agenda

Disability

We are committed to fostering a safe, inclusive environment where we make the most of the exceptional talents disabled people can bring to our organisation. In the wake of such a challenging year for so many of us, it has been more important than ever to ensure that all colleagues feel supported and have the adjustments they need to work productively.

14% of colleagues at Barclays tell us they consider themselves to have a disability, mental health or neurodiverse condition, up from 9% in 2019. Valuing the lived experience of those colleagues is fundamental to our commitment to building a supportive and inclusive culture for everyone.

We are proud to be a 'Leader' in the UK Government's Department of Work and Pensions Disability Confident scheme and we remain committed to making the most of the talents disabled people bring to our organisation. In line with our commitment to equal opportunity for all, we want to make sure we are doing everything we can to open

up opportunities for progression. Reach, our colleague network for disability, mental health and neurodiversity, has developed a mentoring programme to support colleagues on their career journey.

Barclays was one of the first businesses to sign up to the UK Mental Health at Work Commitment and, this year, our Mental Health Awareness e-learning became mandatory for our entire workforce. We also regularly check in with all line managers to ensure they are supporting colleagues' wellbeing. In our most recent Your View survey of colleague sentiment, **83% told us that Barclays supports their efforts to enhance their wellbeing.**

Becoming disability and mental health confident

Our ambition is to be the most accessible and inclusive FTSE 100 company for all of our customers, clients and colleagues.

This year we were awarded Gold status once again by the UK Business Disability Forum, scoring 98%. We were commended for deepening our commitment to accessibility and inclusivity, and our systemic approach to driving improved performance across all areas of the business, specifically our customer products and services, as well as our accessible technology. We also scored 90% on the Disability Equality Index (DEI).

Creating a more accessible business

1

Workplace Adjustments

We enable colleagues to keep a record of their agreed adjustments through a Workplace Adjustments Passport as they progress through their career in Barclays. We see this as an important step for both colleagues and their line managers in creating an inclusive working environment for people of all abilities.

2

Policies

Our policies require managers to give full and fair consideration to those with a disability on the basis of their aptitudes and abilities; both when hiring and through ongoing people management, as well as ensuring opportunities for training, career development and promotion are available to all.

3

Accessible technology

We are committed to inclusive design and creating new products and services that address the needs of the widest audiences, irrespective of age or ability. Live chat and high-visibility debit cards are just some of the services we've developed to break down barriers for people with sight, hearing, speech, dexterity and mobility impairments.

4

Able to Enable

We work with external partners to identify eligible candidates to increase diversity through Barclays Apprenticeships. Building on our Able to Enable channel, we have created a high-touch support system for people on the autism spectrum who want to join Barclays as an apprentice. We developed the process in our main technology hubs in Radbroke and Glasgow, including developing training for assessors, pre-briefing material for candidates and autism-friendly guides to ensure visits to our sites were as anxiety-free as possible.



Disability continued

The DEI is the US' most comprehensive annual benchmarking tool, facilitated by leading non-profits Disability:IN and the American Association of People with Disabilities (AAPD). This reinforces our status as a leader in this area.

We encourage everyone working at Barclays, or thinking about joining us, to tell us what support and adjustments they need to be their best at work. We also continue to work hard to make the processes that support this more effective, recognising that at times getting the support colleagues need can be improved.

Rethinking dyslexia

As part of our relaunch of support for people who are neurodiverse, in January 2020 we released a video explainer about dyslexia and improved the internal and external signposting about the ways in which we can support customers and colleagues who are neurodiverse.

Additional support during the COVID-19 pandemic

This year, the effects of the COVID-19 pandemic posed some additional challenges for many of our colleagues with a disability, mental health or neurodiverse condition. We responded by **increasing the focus on our global BeWell programme**, making more mental health training available and running online courses. For colleagues needing workplace adjustments, and for new joiners, we established a dedicated IT helpdesk for support.

The pandemic also heightened the importance of our customers' reliance on our digital services, including those customers with disabilities. We continue to support disabled customers and colleagues

through these challenging times and provide the training and tools for the business and technology teams to help them on their digital accessibility journey. This includes **extending our talking ATMs, increasing the number of branches offering self-service devices with speech capability** and investing in promotion of these services.

Digital accessibility

We continue to improve the experience for all our customers, including those with disabilities or access needs. Our main digital channels, including mobile banking apps and websites, have been or are being accredited for accessibility by AbilityNet, a leading UK accessibility charity.

As a consequence of COVID-19, millions more customers use our online and mobile banking channels and take advantage of the accessible features. These include paying in cheques through our mobile banking app or the live chat or video banking features to connect with a Barclays colleague. We've also created simpler guides for those new to digital banking.

To help encourage and educate our suppliers, partners and corporate clients we've **published a supplier guide to accessibility**.



“

It's important that we're not only diverse from gender, sexual orientation and racial and ethnic perspectives, but that we welcome people with disabilities whether in physical or mental health... We want a culture where you feel safe in being yourself.

Peter Toal, Co-head of Global Fixed Income Syndicate
/ Founder of Mental Health Awareness Groups in the US

Understanding and reporting

Barclays actively asks colleagues if they want to share whether they have a disability, mental health or neurodiverse condition. We monitor the number of colleagues who choose to share and report on this figure annually. This year, we have also invited colleagues to identify their disability or health condition if they want to.

Of the 14% of colleagues who have told us they have a disability, one third told us it relates to their mental health and 26% told us it relates to long-term ill health. This addition will give us a deeper understanding of our colleagues and their engagement levels within the business and we will share what we have learnt in our 2021 reporting.



This is Me

Initiated by Barclays in 2014, This is Me continues to be a driving force for challenging the stigma around disability and mental health by encouraging colleagues to share stories that improve understanding.

Over 200 of our colleagues have shared stories so far, and Barclays continues to co-chair the This is Me steering committee under the auspices of the Lord Mayor's Appeal charity. We have also been instrumental in scaling up the initiative outside of London. There is now This is Me North West, West Midlands, Scotland, Yorkshire and India, with over **300 organisations taking part** with the potential to reach over 3m employees.

LGBT+

We aim to champion equality, understanding and respect for colleagues, customers and clients across the broad spectrum of diversity, including sexuality and gender identity. We want every one of our colleagues to feel comfortable being themselves at work and encourage a range of activities and initiatives that build networks and help people connect.



Taking pride in our broad spectrum

We are proud to be a supporter of the broader LGBT+ community, evidenced by our sponsorship of Pride celebrations in cities across the world for many years, and in our continued strong performances in external benchmarks such as the Stonewall UK Top 30. In the US, for the 11th consecutive year, Barclays **has scored 100% on the Human Rights Campaign Foundation's 2021 Corporate Equality Index**, earning the designation as a 'Best Place to Work for LGBTQ Equality'. The score and designation recognise Barclays' work to foster an LGBT+-friendly culture, promote a supportive workplace through inclusive policies, and help to advance the cause of LGBT+ inclusion in communities in the US and across the globe.

Barclays colleagues were also recognised in the most recent British LGBT+ Awards and the OUTstanding LGBT+ Future Leaders Role Model List 2020.

6% of colleagues told us they identify as LGBT+. Barclays has a long track record of implementing policies that embrace diversity, and does not tolerate any form of discrimination based on sex, sexual orientation, gender identity and gender

history. Since 2020, we also offer colleagues across most locations in Asia Pacific the opportunity to enrol same or opposite sex domestic partners in benefits plans and our medical care insurance plans cover surgical care or medical treatment for gender confirmation surgery.

Our LGBT+ colleague diversity network, Spectrum, is one of our longest-standing networks, set up nearly 20 years ago. It is active in many of our offices around the world, running events throughout the year, and supporting colleagues who identify as LGBT+ and who also want to support as Spectrum Allies. International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), National Coming Out Day and World Aids Day are some of the calendar dates we highlight to raise awareness of barriers to LGBT+ inclusion and demonstrate commitment to building an LGBT+ inclusive world. Spectrum has grown in strength and influence in recent years, with its leaders mentoring many other companies – from Disney to Marks & Spencer. Our Spectrum Business Network is also connecting with clients and sharing best practices on LGBT+ inclusion.



//

On my first day, a colleague said to me, 'Morning Liz, we've got a meeting now.' That was really great – people used my name and the correct pronoun straight away. In the transgender community, there's a phrase called 'deadnaming', when people accidentally or deliberately call you by the name you used before your transition. I've never had that at Barclays. Everyone accepts me for who I am.

Elizabeth Rimmington, Data Architect, Barclaycard

Equal Love Hong Kong

Barclays has pledged its support to Equal Love Hong Kong in a public statement of commitment to marriage equality. We join with more than 40 local and international corporates in this initiative, first sponsored by the Hong Kong LGBT+ Interbank Forum of which we are a member.

Our commitment follows on from 2018, when Barclays joined 14 other financial firms to support the 'QT' case being heard in the Hong Kong Court of Final Appeal. The case resulted in same-sex partners gaining equal access to spousal visas – a major legal milestone.

LGBT+ continued

Pride

Barclays has been a headline sponsor of Pride in London since 2014, where we first turned a number of our cash machines along London's Pride route into rainbow decorated 'GAY-TMs'.

In June this year, we marked Pride month across the globe, and in particular the 50th anniversary of the Pride traditions in the US. We came together virtually to mark a different kind of Pride – which we called Pride Inside. Pride Inside highlighted our commitment to challenging homophobia, biphobia and transphobia inside or outside the office, and to champion inclusion for all, while also enabling us to lean on the strength of our community to stand up, not just for the LGBT+ community, but for all minority communities.

Our social media campaign on Pride generated **25 million impressions**.



Further steps on LGBT+

In our continuous effort to improve the internal and external environment for our LGBT+ colleagues and their families, Barclays has taken further significant steps in nurturing a diverse and inclusive workplace by enhancing benefits for our LGBT+ colleagues in Asia Pacific.

Since 2017, we have operated gender-neutral primary caregiver leave in China, Hong Kong, Japan, Singapore and India. Since 2019, HIV medication has been covered by the medical insurance policy in Hong Kong. More recently, hospitalisation benefits under our medical insurance in Hong Kong and Singapore have been expanded to cover gender confirmation surgery – a benefit already provided in India. This provides significant additional support to our transgender colleagues, and to the dependants of those colleagues. We believe we are among the first financial institutions in the region to provide these kinds of benefits.

For National Coming Out Day, our diversity network Spectrum in the US published an LGBT+ glossary, information and resources to educate and inspire colleagues on how to support LGBT+ colleagues considering coming out in the workplace, as well as friends or family who may be LGBT+.

We also have a partnership with Out Leadership, the global LGBT+ business network. In 2020 we participated in Out Leadership's 9th Annual US Summit for a conversation centred around 10 years of LGBTQ progress on Wall Street.

Spectrum Allies

Research shows that many LGBT+ people still have negative experiences because of their orientation and feel unable to be out at work. By promoting the importance of diversity and respect in our workplace, allies help Barclays recruit, retain and develop LGBT+ talent. They are people who don't identify as LGBT+ but are passionate about the cause and supporting those in that community. Spectrum now has more ally members than it does LGBT+ members. This approach to supporting allies has now been rolled out to all of our diversity pillars, culminating in the launch of our Power of Allies Toolkit in September 2020.

Rainbow laces

As the Official Banking Partner of the Premier League, title sponsor of the Barclays FA Women's Super League, and member of TeamPride, we are supporting Stonewall's Rainbow Laces campaign for the fifth year running. This is an award-winning campaign to champion LGBTQ+ inclusion in sport.

Multigenerational

We want to be an employer of choice for talent across generations. We have thought carefully about the way we can support colleagues at different life stages to balance their work lives with their personal commitments, and how to offer them development opportunities regardless of age.

With multiple generations working at Barclays, we recognise the need for a diverse range of tools and programmes to help support different life stages.

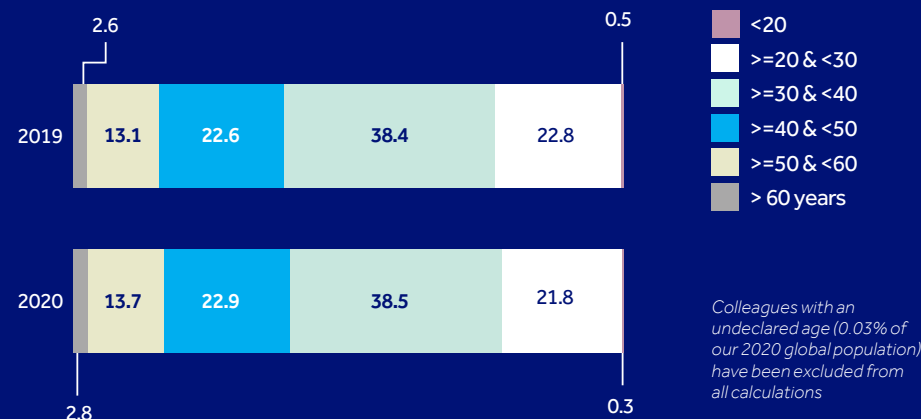
Our Colleague Diversity Networks – Bridge, the multigenerational network, Working Families Network and the Barclays Military Network – also help us bring the multigenerational agenda to life, supporting colleagues to achieve their goals.

We are focused on supporting colleagues at all stages of their working life by building a flexible work culture, where colleagues can perform at their best and integrate their professional and personal lives. In the US, we are proud to be among the Working Mother Media 100 Best Companies once again this year. We have also been recognised by Working Mother Media and AVTAR Group for being in the Top 10 of 100 Best Companies for Women in India.

Empowering all stages of our lives

Multigenerational split

Age of employees %



Colleagues with an undeclared age (0.03% of our 2020 global population) have been excluded from all calculations



Being a mentor for a young, Black woman allows me to better understand her questions about work, her feelings and the perception the firm gives, sometimes unconsciously. I actually learn so much from our discussions. They are a powerful reminder that not everyone's journey is the same, that it is very easy to feel isolated and that small steps can have a big impact. I would strongly encourage other senior members of the firm to take part in mentoring.

Arnaud Heckenroth, Managing Director. Head of Equities Structuring EMEA



Multigenerational continued

Catering for segments of our workforce who might otherwise be left behind

Encore!

Provides professionals with the support of leadership and development training, mentorship, networking and the resources needed to relaunch their careers after an extended break. Over 80% of this year's participants are women, and high-performing alumni will be invited to join Barclays full-time following their 12-week internship. Encore! was launched in 2017 and helps to increase gender diversity at the bank by broadening our pipeline of new hires, and matching qualified candidates who successfully complete the programme with open positions. Encore! alumni have joined teams across Barclays, and in London, Dublin, New York, Whippany, Wilmington, Mumbai and Chennai.



AFTER (Armed Forces Transition, Employment & Resettlement) in the UK

AFTER supports ex-Services personnel into civilian employment through its various outreach activities, including CV and interview workshops and its Military Talent Scheme, which offers a 12-week secondment into Barclays. Since 2013, more than 7,000 servicemen and women have been supported by AFTER and over 600 veterans have secured jobs with Barclays.

Apprenticeships

Open to all kinds of people: 16 or 65, mothers or grandfathers, carers or ex-soldiers. 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.

Carers

We have a digital one-stop-shop for carers to access information and support. It includes an e-learning resource to help carers identify technologies and sources of support to help with their responsibilities. There are also guides to help with developing self-advocating skills and understanding the rights of carers and where to seek financial or practical help.

MVO (Military & Veterans Outreach) in the US

MVO-US supports opportunities for veterans, military spouses and members of the Guard & Reserves.



Reverse Mentoring Programme

To create opportunities for senior leaders to be mentored by colleagues in their early careers. Junior colleagues can provide a fresh perspective, share their insights and support more senior colleagues to fill any gaps in their skills. This model is being expanded to support other diverse communities across Barclays.



Midlife review workshops

50+ is the fastest growing age segment in the UK. We are helping colleagues to actively manage this life stage with a programme of mid-life support that helps to address some of the big questions that typically emerge at this life-stage, reset life goals, along with health and wellbeing webinars and career planning.

Multigenerational continued

Flexible working

We have progressive maternity, paternity, adoption and shared parental leave policies that go beyond global statutory requirements. **85% of UK colleagues taking shared parental leave are fathers.** Our thinking in this area was demonstrated by our work in Asia Pacific, where our paternity leave entitlement was changed to a gender-neutral non-primary caregiver leave entitlement. This meant that paid leave tripled to six weeks from two weeks for all employees in China, Hong Kong, Japan and Singapore. This change in provision was driven by representatives from the Working Families Network, Win and Spectrum, working in collaboration with Human Resources.

Accommodating colleagues' personal circumstances

We know that the COVID-19 pandemic will have impacted colleagues in different ways based on their stage of life. We put in place a set of global principles to ensure we were doing as much as possible to support our people, and that helped them manage their workload flexibly according to their personal circumstances.

This included instigation of new working patterns, digital tools and technology. We also helped colleagues cope with some of the personal challenges the pandemic created, including offering paid leave to support self-quarantine, sickness or care for dependants, financial help with childcare and advice made available to help support physical and mental health.

Through our colleague surveys, we have also regularly checked in with our people to better understand the impact that working through the pandemic has had on their different circumstances. Thanks to these surveys, we have learnt an enormous amount about the benefits and challenges of working more flexibly. Ultimately, we believe this will inform our ambitions for future ways of working.

Our approach to working flexibly, known as Dynamic Working, is designed to help colleagues achieve an optimal balance between their work and personal lives. It is also specifically tailored to support colleagues at all stages of their lives, whether catering to parenthood, caring, further studies or hobbies. **We have over 1,800 Dynamic Working champions**, who are allies that inspire and support others to work flexibly as they recognise the difference that can make to a colleague's lifestyle, work

and motivation across ages and life stages. We also think it made the transition to work during the COVID-19 pandemic easier to embed across the organisation because it has accelerated the understanding and acceptance of working remotely and flexibly. We have been able to harness a broad range of resources, including our established approach to wellbeing, to support colleagues' mental and physical health.

Listening to our colleagues

This year, **we launched a survey called Everyone's Included** for the first time. This helps us gather diversity, inclusion and self-identification data and subsequently to understand more about the diversity of our business. This will enable us to better tailor our tools and programmes to support colleagues at different life stages at Barclays.

What our colleagues told us this year:

Engagement levels across Barclays

83%

up 6% on last year

Barclays as a good place to work

87%

would recommend (up 7%)

Work/life balance

78%

feel able to balance personal and work demands

Working as a team

76%

told us that there is effective collaboration between teams



Recognition

We are pleased to have been recognised this year for some of our efforts to foster a more diverse and inclusive culture at Barclays. Some examples include:

Corporate Equality Index:

achieving a score of 100 and earning the designation as a 'Best Place to Work for LGBTQ Equality'

AVTAR Group

Most Inclusive Companies Index 2020 in India

Disability IN – Disability quality Index – US

90%

British LGBT+ Awards and the OUTstanding LGBT+ Future Leaders Role Model List 2020

Barclays colleagues recognised

Business Disability Forum – Gold standard

98%

Working Mother Media

100 Best Companies in US

We are the City Rising Star Awards

6 Barclays colleagues recognised

Working Mother Media and AVTAR Group

100 Best Companies for Women in India (Top 10)

2020 Business in the Community

Race at Work Employer

Stonewall

UK Top 30 employer

Black British Business Awards 2020

Barclays colleague recognised for Financial Services Rising Star award

The Times

Top 50 Employers for Women

Notes

The terms Barclays or Group refer to Barclays PLC together with its subsidiaries. Unless otherwise stated, analysis compares the year ended 31 December 2020 to the corresponding twelve months of 2019. The abbreviations '£m' and '£bn' represent millions and thousands of millions of Pounds Sterling respectively; the abbreviations '\$m' and '\$bn' represent millions and thousands of millions of US Dollars respectively; and the abbreviations '€m' and '€bn' represent millions and thousands of millions of Euros respectively.

Relevant terms that are used in this document but are not defined under applicable regulatory guidance are explained in the results glossary that can be accessed at home.barclays/investor-relations/reports-and-events/latest-financial-results.

This document is based on information available to Barclays as at the date of publication and is subject to any assumptions set out herein. Accordingly, this document may be based on data and information that may no longer be current and estimates that may involve highly subjective assessments. It should be understood that subsequent developments may affect this document and Barclays does not undertake any obligation to provide any additional information or to update any of the information or the conclusions contained herein or to correct any inaccuracies which may become apparent.

This document and the information contained within it is unaudited.

Forward-looking statements

This document contains certain forward-looking statements with respect to the Group. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results or other performance measures could differ materially from those contained in the forward-looking statements. These forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use words such as 'may', 'will', 'seek', 'continue', 'aim', 'anticipate', 'target', 'projected', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'achieve' or other words of similar meaning. Forward-looking statements can be made in writing but also may be made verbally by members of the management of the Group (including, without limitation, during management presentations to financial analysts) in connection with this document.

By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. The forward-looking statements speak only as at the date on which they are made. Forward-looking statements may be affected by: changes in legislation; the development of standards and interpretations; the outcome of current and future legal proceedings; and the policies and actions of governmental and regulatory authorities. A number of these influences and factors are beyond the Group's control.

The forward-looking statements in this document are based on the current beliefs and expectations of Barclays' management and are subject to significant risks and uncertainties. Actual outcomes may differ materially from those expressed in the forward-looking statements.

Subject to our obligations under the applicable laws and regulations of any relevant jurisdiction, (including, without limitation, the UK and the US), in relation to disclosure and ongoing information, we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



Barclays is a British universal bank. 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.

Our Purpose and Values ensure we are able to deliver for all our stakeholders: for our customers and clients, for our colleagues, for society and for our investors.

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 culture 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

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



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Barclays PLC Annual Report 2020

A detailed review of Barclays 2020 performance with disclosures that provide useful insight and go beyond reporting requirements.

Barclays PLC Environmental Social Governance Report 2020

An overview of our ESG strategic priorities and performance, reported against a range of quantitative and qualitative indicators.

Barclays PLC Climate-related Financial Disclosures 2020

An enhanced report aligning to the Task Force on Climate-related Financial Disclosures (TCFD) recommendation in this, the fourth year of disclosure.

Barclays PLC Fair Pay Report 2020

An overview of our approach to pay fairness and how we implement this in our principles and policies through the themes of our Fair Pay agenda.

Barclays PLC Diversity and Inclusion Report 2020

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

Barclays PLC Country Snapshot 2020

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.

Barclays PLC Pillar 3 Report 2020

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