



Race at Work agenda Impact report

The journey so far
October 2022



Foreword

Race at Work is a critical Diversity, Equity and Inclusion initiative for Barclays. Conceived by colleagues, and forging a bond that goes beyond the workplace, our racial equity agenda is a reminder of the power of the collective – and of the ability colleagues have to drive real change.

Over the past two years, we have made significant strides. But I am more proud of the impact that each single accomplishment is making – not only in pushing forward the broader mission but also in supporting individuals on their paths to professional success. It is my hope that, by sharing the way Race at Work impacts colleagues, communities and clients, we are inspired to continue the work ahead. The societal challenges we seek to overcome are deep and systemic. Achieving real change requires unwavering focus and commitment on a long journey toward progress.

We launched the Race at Work agenda in 2020 with a 12-point action plan. While we remain committed to these actions, our strategy has expanded beyond an initial colleague focus to include our clients and the communities where we live and work. Last year, we announced our ambitions to increase the number of colleagues joining Barclays from underrepresented racial and ethnic minorities.

Going forward, Barclays' approach to Race at Work will be grounded in four areas: a metrics-driven approach, colleague hiring and development, strategic partnerships and equitable investments. These will focus efforts while providing the flexibility to adapt in a constantly changing landscape. They will provide the foundation for increasing representation, ensuring equity throughout internal processes – and creating a more racially inclusive culture.

As we remain critically focused on our Race at Work agenda and seek to position Barclays as a trusted ally in racial equity, we want to share the impact of our work so far – and acknowledge there is more to be done.



AZURA MASON
Global Head of Race at Work



Above: Azura Mason
Front cover: Screen at
Barclays 745 7th Avenue,
New York, US, marking
Black History Month in 2021

Race at Work focus areas

Originally a [12-point action plan](#) focused on colleague support, Barclays' Race at Work agenda has grown into an integrated strategy operating across three pillars: colleagues, clients and communities. Race at Work is continuing to drive change within four key areas.

- **Metrics-driven approach** – focusing on data to progress the agenda, measure success, and ensure transparency and accountability.
- **Colleague hiring and development** – progressing initiatives to attract, develop and retain racially diverse talent.
- **Strategic partnerships** – establishing and developing partnerships that increase brand visibility and the diversity of candidate pools.
- **Equitable investments** – investing in and supporting minority-owned businesses.

Read more about the Race at Work focus areas on page 16.

Race at Work ambitions

Barclays' Race at Work ambitions aim to close the gaps in the UK and US where some ethnicities are significantly underrepresented at the bank.

- In the US, Barclays aims to increase the number of underrepresented minority employees by 20% by the end of 2025, taking the overall percentage to 21%.
- In the UK, Barclays aims to increase the number of underrepresented minority employees by 25% by the end of 2025, taking the overall percentage to 5%.
- In the UK and the US, Barclays aims to at least double the number of Black employees at Managing Director level by the end of 2022.

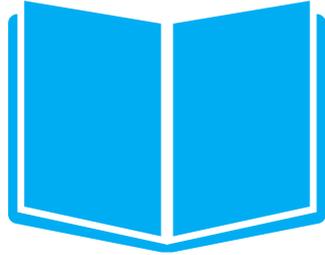
Read about how we define underrepresented ethnicities on page 5.

In numbers

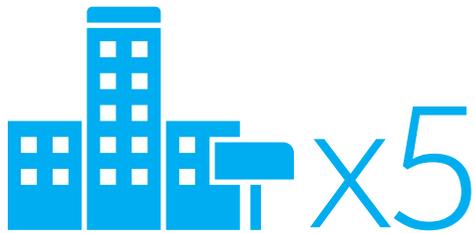
Progress and commitments so far

144

colleagues from under-represented minority groups have participated in talent development programmes since 2020



5,340+ colleagues are members of Barclays' Black Professionals, Asian Professionals and Latin Professionals Employee Resource Groups



Commitment to strengthen connections with 5 Historically Black Colleges and Universities (HBCUs) in the US

[Read more about our Colleagues initiatives](#)

X2

Aim to double Barclays' spend with Black businesses by 2025



US\$5m invested in L'ATTITUDE Ventures (LAT VC), a US\$100m institutional venture fund to support Latino entrepreneurs

US\$1m invested in the Stand By Me Minority Small Business programme to provide coaching and support in Delaware, US



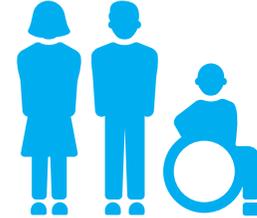
1,000

founders expected to have directly engaged with or been supported by the Barclays Black Founder Accelerator by 2023



[Read more about our Clients initiatives](#)

7,000+



hours volunteered by colleagues to support underrepresented US entrepreneurs, in partnership with Echoing Green

600

UK students from Black and ethnically diverse communities and lower socio-economic backgrounds to be supported by Blueprint for All partnership

Per Scholas graduates from underserved populations across New York City, hired by Barclays

60+

400+

graduates from Black and ethnically diverse communities to be supported into full-time employment through SEO London partnership

[Read more about our Communities initiatives](#)

US\$1m

donated to Delaware State University – a leader in the Historically Black Colleges and Universities community

Colleagues and new talent



Ray Dempsey

When Ray Dempsey joined Barclays as the bank's Group Chief Diversity Officer in March 2021, he made it clear that words were not enough: any commitment to diversity, equity and inclusion had to be led by data and clear metrics.

Recognising the need for continued and consistently reviewed action, he and his team decided they didn't want 'targets'. Instead, the aims that came out of the bank's Race at Work Action Plan were deliberately named 'ambitions', to make clear, as Dempsey put it, that this work was about "having a clear direction of travel" rather than a final destination.

A year on from the announcement of the bank's Race at Work Ambitions – which set out to tackle how the bank attracts, develops, advances and retains Black and ethnically diverse colleagues at all levels – progress has been significant.

"We all have a role to play, as colleagues, managers and leaders"

Of the three ambitions aimed at closing the representation gap, the bank is on track to achieve the most urgent: to at least double the number of Black employees at Managing Director level by the end of 2022. This has been achieved through a mixture of promotions and external hires.

There is a continued focus on enabling career progression for all colleagues across the globe



Progress towards the two aims for 2025 – increasing the number of underrepresented minority employees by 25%, taking the figure to 5% overall in the UK; and doing the same in the US by 20%, taking the figure to 21% overall – is well under way.

Setting out the huge range of measures that have been implemented to effect change, Ann O'Donoghue, Head of HR Enablement, Diversity, Equity and Inclusion, explains that they are aimed at ensuring that everybody is on the journey. "We all have a role to play, as colleagues, managers and leaders," she says.

Every member of staff has been assigned mandatory training on race and ethnicity, which covers tangible actions each person can take to build a more inclusive culture. This has been backed up by a colleague toolkit on allyship, and race and ethnicity training tailored to line managers.

Business leaders across the bank have been appointed as Race at Work champions, who are accountable for achieving progress. An ethnicity dashboard looking at hiring, retention and promotion is shared monthly with the bank's leaders and champions, and used to monitor and track headway.



Ann O'Donoghue



Hannah Awonuga

“Committing to a diverse workforce is key to our future success”

In focusing on removing barriers facing ethnically diverse talent, every step of the career journey is being addressed. Two Barclays colleague development programmes are under way – Launchpad, which has been created to accelerate the careers of mid-level ethnically diverse colleagues; and Momentum, which focuses on the development and sponsorship of ethnically diverse Directors. Partnerships with organisations that can help Barclays “access diverse talent pools and drive social change”, says O'Donoghue, are coupled with initiatives to bring ethnically diverse young people into the bank to see what working life is like, and talent accelerator programmes, from Assistant Vice President and Vice President all the way to Director level and above.

Throughout these efforts, the colleague voice is key. Barclays has moved from having ‘networks’ to ‘resource groups’. The main purpose and premise behind that is to amplify the dialogue between the colleague voice and the business. Like all 12 Employee Resource Groups (ERGs), the four that link with the Race at Work agenda – the Asian Professionals Resource Group (based in the US and UK), Latin Professionals Resource Group (US), Black Professionals Resource Group (UK and US) and the new Multicultural Resource Group (launching globally soon) – have been given greater weight to influence Barclays’ strategy. “Our ERGs play a critical role in building a sense of inclusion and belonging, creating psychologically safe spaces for colleagues to listen, learn and contribute to our wider DEI strategy,” says Hannah Awonuga, Global Head of Colleague Engagement, Diversity, Equity and Inclusion. “Each ERG has a business liaison who attends bi-monthly forums, which means the ERGs can input into people policies and product design.”

Taalib Shah, Group Chief Risk Officer and Accountable Executive for the Multicultural agenda, adds that this allows the experiences of



Members of the Asian Professionals Resource Group celebrating a Diwali event in Whippany, US, in 2021

colleagues to “actively help the bank make the right decisions for its customers, clients and communities”.

As well as being “the right thing to do”, says O'Donoghue, committing to a diverse workforce will be “a major factor in the bank’s future success”. In this, she echoes Dempsey’s view, supported by a myriad of research, that diverse companies “perform better – and, fundamentally, lead to better business outcomes”.

For the Race at Work Steering Committee, “maintaining momentum” is now the focus. Next steps on the journey include refreshed race and ethnicity training for all colleagues in early 2023 and the introduction of name pronunciation features to the Barclays phonebook. Continuing to involve ERGs along the way will be “vital”, says Awonuga, “because they are the voices of our colleagues and play a critical role in holding us accountable to the ambitions we set out to achieve”.

“It’s easy to make progress in the first year, but making measurable progress in subsequent years is harder,” says O'Donoghue. “We will have to continue to do things differently in order to make a permanent behavioural change.”

The road to racial equity

Barclays set up its Race at Work Colleague Taskforce in July 2020, to focus on the progression of underrepresented ethnicities within the bank. Three months later, in October 2020, the Race at Work Action Plan was launched, setting out Barclays’ commitment to be a trusted ally in the pursuit of racial justice. This was followed in June 2021 by the Colleague Race at Work Ambitions, which put in place measurable outcomes against which Barclays would assess the progress it is making to close representation gaps.

The bank defines underrepresented ethnicities as Black and Multiracial, or mixed, in the UK. In the US, Barclays defines underrepresented ethnicities as African American/Black, Hispanic/Latino and other, including Multiracial, Native American, Native Alaskan and Hawaiian/Pacific Islander.

Employee Resource Groups

Members of Barclays' Black Professionals Resource Group, US



Colleagues share their perspectives on the role that Barclays' Employee Resource Groups play in achieving the bank's business aims, backing talent – and supporting the Race at Work agenda. ➔





Toks Sotande-Peters



Nellie Foo



Musa Askari



Sidney Wager



Arcelio Aponte

“

The Race at Work agenda is evidence that the bank is trying to leverage its diverse talent to impact the decisions it's making about its future. It is mutually beneficial for us to be closely aligned not just from a discussion point – but from an engagement point of view.”

Toks Sotande-Peters
Global Relationship Director,
International Corporate Banking
Black Professionals Resource Group US

“

The Asian Professionals Resource Group brings our Asian colleagues and allies together so we can celebrate and also educate colleagues so they can learn more about our cultures. Creating a safe space for colleagues to talk, knowing they are supported and celebrated, helps Barclays retain and attract top talent.”

Nellie Foo
Director, US Tax Operations
Asian Professionals Resource Group US

“

Anyone can join any ERG – they're open to anybody across the world who will engage, inspire and amplify the voices of colleagues who may otherwise not be heard.”

Musa Askari
Credit Risk Manager, Cards and
Payments
Asian Professionals Resource Group UK

“

We would like to make sure that we're at the table, really representing and amplifying the voice of Black colleagues and informing the business on where challenges will sit around retention, recruitment, attraction and development.”

Sidney Wager
Director, Mortgage Intermediary
Partnerships
Black Professionals Resource Group UK

“

We bring experiences and skill sets when trying to address some of the challenges we face as a corporation – whether it is building a talented and diverse workforce or providing educational opportunities for our colleagues to better understand the diverse world in which we live and work.”

Arcelio Aponte
Head of Facilities Management
and Colleague Services
Latin Professionals Resource Group US

McKinsey Black Leadership Academy Experience

Andi Williams, who is Director of Existing Customer Marketing Strategy in US Partnerships at Barclays US Consumer Bank, feels that career initiatives play a vital role in supporting the bank's Race at Work ambitions. Williams knows first-hand the benefits that these activities can have, having been nominated by the bank to participate in the Black Leadership Academy Experience – a six-month programme run by management consultancy McKinsey & Company that aims to accelerate the progression of underrepresented talent at corporates in the US.

"As a Black woman, imposter syndrome is very real," she says. "The part of the programme that was most impactful to me was realising that leadership is not defined by a single set of qualities. I think the opportunity to further develop Black colleagues and other people of colour is about giving them that exposure, that level of confidence – empowering their voices and empowering them to emerge as leaders."



Andi Williams



Patricia Borges

Launchpad programme

Aimed at colleagues at Vice President and Assistant Vice President level, Launchpad is a Barclays flagship programme designed to support the career progression of women and colleagues from ethnically diverse backgrounds, with a focus on moving into leadership roles.

Corporate Real Estate and Location Strategist Patricia Borges saw the six-month programme as an opportunity to consider her next steps at Barclays. The process included coaching sessions, masterclasses and interactive two-day sessions with fellow participants. "The focus of the programme was to draw out how each of us is unique and what makes us special," she explains. "The idea is that we are all different and this should be celebrated. Once you have that, it's how you can infuse it into your personal work style."

Borges adds that creating a strategic three-year development plan has been particularly useful. She says: "I'm able to have more focused conversations with my line managers, the senior leadership team and peers about what I want and what I'm working towards."

“ We are all different and this should be celebrated.”

Patricia Borges
Corporate Real Estate and Location Strategist

In numbers

144

colleagues from underrepresented minority groups have participated in talent development programmes since 2020.

83

have participated in Launchpad and 23 in Momentum.



Black Professionals Resource Group has

2,306

members in the US and UK.

Latin Professionals Resource Group has

825

members in the US.



Asian Professionals Resource Group has

2,209

members in the US and UK.

Clients

When Natalie Ojevah set out to improve the way Barclays supported Black entrepreneurs in the UK at its Eagle Labs network, back in 2020, she could not have predicted that her efforts would become integral to an overhaul of the bank's approach to business.

The first Barclays Black Founder Accelerator programme was launched in 2020 to help scale Black founder-led technology businesses – and Ojevah has since been awarded an MBE for services to business development, and diversity and inclusion. Nearly two years on from the start of the accelerator, leaders and teams across Barclays are engaged in examining the bank's relationships with businesses across sectors through the lens of racial equity.

Under the Race at Work Action Plan, launched in October 2020, everything from the diversity of the bank's supplier network to clients' inclusion commitments to underinvestment in minority-owned businesses is being explored – and a robust set of programmes, systems and measures are being put in place.

The "ripple effect" of increasing supplier diversity

Nowhere have these efforts been felt more keenly than in procurement, where anyone who holds a budget within the bank is now accountable. "When looking at how Barclays uses its wallet to buy goods and services," says Group Chief Executive C.S. Venkatakrishnan, "there is a considerable role we play in supporting Black entrepreneurship."

As Global Head of Supplier Diversity, Harvey Butler works within procurement and across the business to increase the use of diverse suppliers – measured both by size, and by diversity of ownership.

"We look for businesses which are majority-owned by people in underrepresented communities – including women, people of colour, LGBT+ individuals, veterans and people with disabilities. My job is to go into the market, look for those diverse potential suppliers and get them in front of the decision makers."

“
What makes me proud is the sense of community we have built. It's authentic and real and has truly been inspiring to be involved with.”

Natalie Ojevah

Eagle Lab Diversity, Equity and Inclusion Innovation Lead, and Black Founder Accelerator Lead, Barclays

Natalie Ojevah with André Skepple, founder of FullSpektrum



Harvey Butler

Butler says prioritising supplier diversity has a ripple effect on wider society, since “the more diverse the ownership base, the more diverse the employee base is likely to be”.

In tandem with tackling the supplier network, the bank has made a commitment to double its spend with Black-owned businesses by 2025.

In the UK, the Black Founder Accelerator is expected to have engaged with or supported more than 1,000 founders in digital and tech by the end of 2022. Over in the US, the bank’s longstanding partnership with non-profit venture fund Acumen America continues to support diverse entrepreneurs whose business models tackle systemic poverty and racial disparities.

Meanwhile, the Innovation Hub – a joint initiative between the Barclays Procurement and Chief Technology Office teams – serves as another entry point to becoming a supplier. Through this initiative, the bank is “actively inviting diverse entrepreneurs to pitch their services, and will provide a new source of tech venture talent”, explains Group Chief Risk Officer and Accountable Executive for the Multicultural agenda, Taalib Shah. In the most recent round, 30% of submissions were from Black founders, 50% of whom were women.

Tackling historic underinvestment

Looking outwards into the wider business world, Barclays is working to tackle historic underinvestment in minority-owned companies. “A lot of studies show there is a disconnect with Black entrepreneurs and Latino entrepreneurs getting access to capital,” says Kiery Tuttle, Head of US Rates, Risk Solutions, and Accountable Executive for the Race at Work pillar designed to support clients and businesses. “So for us, it’s about how we enhance investment in that ecosystem.”



Kiery Tuttle

According to Tuttle, Barclays sees its role as facilitating links with those who can offer investment. In the US, for example, the bank has partnered with the National Minority Supplier Development Council (NMSDC), the country’s largest non-governmental organisation for minority business development. Through the relationship, the bank has provided US\$100,000 in seed sponsorship to NMSDC’s Capital

Manager’s Programme, which promises to bring some of the world’s leading investment banks, asset managers, venture capitalists and private equity firms together with minority-owned businesses. The aim of the partnership is to help entrepreneurs identify potential sources of capital and access the right investor base to scale their businesses as they work towards becoming publicly traded companies.

The bank has also invested US\$1m in the Stand By Me Minority Small Business programme, in partnership with the State of Delaware and the United Way of Delaware, which offers minority-owned small businesses in Delaware, US, coaching and business support services.

“It’s not just about helping the bigger companies that are Black-owned and operated,” says Tuttle. “It’s about trying to also develop the next

generation of entrepreneurs that may have to close if they don’t get funding.”

Tuttle believes that Barclays can make a real impact in this area by “being more creative and thoughtful about what we’re doing. And that’s where we’re going to add the most value.” He credits Barclays’ Principal Investments team, whose thought leadership and innovation positively support diverse entrepreneurs and investors.

Meanwhile Butler, who has been working hard on supplier diversity behind the scenes since 2013, is gratified by the greater importance with which it is now viewed. “What’s rewarding is that external clients are now asking questions about supplier diversity – and we have a great story to tell.”

Natalie Ojevah (second left) with Black Founder Accelerator alumni Rem Carter (left), Audrey Limery (second right) and André Skepple (right)





“As we emerge from the pandemic, the time is now to invest in Latino-owned businesses, which have traditionally had less access to early-stage capital.”

Ozzie Ramos
Vice Chairman, Banking and Co-Chair of Barclays Latin Professionals Resource Group



Investing in Latino-led tech businesses in the US

Despite representing one in every four new founders, research indicates that 72% of Latino entrepreneurs face funding shortfalls, 70% rely on personal savings – and only 1.8% are venture-backed.

So, it's vital that the bank works to address this gap. As part of its Race at Work Action Plan, Barclays has announced a US\$5m investment in L'ATTITUDE Ventures (LAT VC). This is a US\$100m institutional venture fund which invests in Latino entrepreneurs, who represent a potential US\$2.7tn economy.

By investing in early-stage, high-growth technology companies, LAT VC aims to capture the US\$1.2tn missed economic growth – which they've identified as directly tied to the relative underfunding of Latino entrepreneurs.

Ozzie Ramos, Vice Chairman, Banking and Co-Chair of Barclays Latin Professionals Resource Group, says: "As we emerge from the pandemic, the time is now to invest in Latino-owned businesses, which have traditionally had less access to early-stage capital, accessing only 1% of venture capital funds.

"Data from management consulting firm McKinsey & Company underscores the massive potential that Latino-owned businesses have to create over six million jobs and an additional US\$2.3tn in total revenue. Our investment in LAT VC is an intelligent and targeted investment in US economic growth that meaningfully impacts our clients, future clients and the communities we serve."



Alumni and organisers gather for a Black Founder Accelerator event in 2022

Barclays' Black Founder Accelerator

Diagnosed with partial dyslexia and severe dyspraxia while at university, André Skepple says he needed to work three times as hard as his peers to overcome the challenges that lay ahead. This experience motivated him to create a software business aiming to improve the lives of neurodivergent children, young people, and adults with special educational needs and disabilities (SEND).

His company, FullSpektrum, is just one of those involved in Barclays' Black Founder Accelerator – a free 12-week programme of masterclasses and mentoring for business leaders, run by Eagle Labs (the bank's dedicated platform for incubating, inspiring and educating ambitious UK founders and startups) in partnership with social enterprise Foundervine.

"As a Black person and a first-time founder, I've had to overcome considerable hurdles in raising investment and securing clients," says Skepple. "FullSpektrum will benefit from the incredible support and elevation provided by this programme."

Natalie Ojevah, Eagle Lab Diversity, Equity and Inclusion Innovation Lead, and the driving force behind the accelerator, says: "It's been a pleasure watching the founders' journeys over the last two years, but what makes me even prouder is the sense of community we have built. It's authentic and real and has truly been inspiring to be involved with."

In numbers

x2

Barclays is aiming to double its spend with Black-owned businesses by 2025.

30%

of submissions to the Barclays Innovation Hub's latest business pitching round for suppliers were from Black founders, 50% of whom were women.

Barclays provided

US\$100k

in seed sponsorship to the National Minority Supplier Development Council – the leading NGO for minority business development in the US.

Barclays has invested

US\$5m

in L'ATTITUDE Ventures (LAT VC), a new US\$100m institutional venture fund designed to help Latino-led and owned businesses reach their full potential.



8%

of Barclays' global addressable spend over the past several years was placed with small and medium-sized enterprises, and diverse-owned businesses.

By the end of 2022, the Black Founder Accelerator programme is expected to have engaged with or supported over

1,000

founders in digital and tech.



GETTY IMAGE/Poseid by model

Communities

Through Race at Work, Barclays has committed to extend its Diversity, Equity and Inclusion agenda beyond its workforce, and into the communities it serves. How? By working to ensure Black and ethnically diverse people have access to pathways into meaningful jobs – and that ethnically diverse leaders have the backing they need to help build prosperity and social equity in their communities.

For Global Head of Citizenship, Deborah Goldfarb, this renewed focus on racial equity builds on the bank's "long history of backing citizenship programmes designed to support social equity in our communities".

Reimagining the future of work

Efforts have focused both on ensuring the bank is accessing the best people from every background – in the words of Global Head of Race at Work Azura Mason: "You can't fish from one pond and think you get the best talent" – and on building a more equitable wider workforce where Barclays operates.

"Companies often recruit from the same network, the same handful of schools," says Luciana Russo Vichino, Head of Talent Acquisition and Accountable Executive for the Colleague Ambition Taskforce. "But you can source local talent from your communities, and upskill them with technical skills and soft skills."

Crucially, effective upskilling is linked to insights on jobs of the future. "We're not simply upskilling people in sectors that aren't hiring – we're looking at the high-growth sectors that provide upward career mobility," explains Goldfarb.

"Nearly a third of the US workforce is currently in low-wage jobs, and that disproportionately includes women and people of colour. So we have a huge opportunity to reimagine the future of work for low-wage workers, by helping them to develop the skills, confidence and networks they need to access in-demand jobs, uplifting our communities to drive social equity and prosperity."

That means building on existing partnerships with organisations 'on the ground' – and forging new ones. "What differentiates Barclays is the spirit of collaboration," Goldfarb continues. "We can't do this alone."

Through its partnership with non-profit Per Scholas, Barclays is helping to launch technology careers across the US





**“
If we all think
differently, together
we can take action to
build a more inclusive
and equitable society.”**

Deborah Goldfarb
Global Head of Citizenship, Barclays

Scaling community partnerships

In the US, Barclays' partnerships include ongoing work with non-profit Tech Impact to train Black and ethnically diverse students in technology and customer service skills, and with non-profit Per Scholas to launch technology careers for thousands of people across the country.

In the UK, the bank is partnering with employability organisations such as Blueprint for All, which is helping students learn about the career opportunities available to them, and SEO London, which is supporting underrepresented graduates into meaningful jobs.

Beyond employability, the bank is expanding its work to support ethnically diverse leaders, through partnerships with organisations including Acumen America, Robin Hood and Echoing Green in the US, and with National Emergencies Trust, in collaboration with Comic Relief, in the UK. In the coming year, Goldfarb says the priority will be scaling the partnerships Barclays has forged and finding ways to help other companies on their journey towards racial equity.

“In the spirit of collaboration, we're keen to encourage other corporates to get involved in this incredibly important cause,” says Goldfarb. “If we all think differently, together we can take action to build a more inclusive and equitable society.”



Barclays' partnership with Blueprint for All brings career support to young people from ethnically diverse communities and lower socio-economic backgrounds in the UK

A MORTAR community event marking National Small Business Week in the US



Allen Woods

Echoing Green

Echoing Green is a non-profit that aims to invest in and provide support to social entrepreneurs – and tackle systemic racial inequalities. Since 2010, Barclays has backed Echoing

Green fellows, most recently by supporting the organisation's Racial Equity Philanthropic Fund, which helps small businesses working to advance racial equity in historically marginalised communities.

Among these is MORTAR, founded by Allen Woods, an organisation which focuses on providing diverse entrepreneurs with essential resources to start and run their businesses. With Barclays' support, Echoing Green provided MORTAR with financial assistance, alumni networks and training in what Woods described as a "fellowship experience like no other".

"Echoing Green is on the cutting edge of what it looks like to provide support for social entrepreneurs who may be earlier in their journey and haven't yet had some of the wins and validation that comes from experience," he says. "The camaraderie, the experiences and the lifelong friendships that were built during the process were just as valuable as the ongoing business support."



SEO London

With support from a three-year partnership with Barclays, charity SEO London (Sponsors for Educational Opportunity) launched Beyond

Barriers – a programme which is helping more than 400 UK graduates from Black and ethnically diverse communities into full-time employment.

"I felt quite lost about where I was going in terms of my career options," explains Chantelle Jeffers-Bobo, a Beyond Barriers participant who says she lacked confidence before starting the programme. The support she received was wide-ranging and included advice from Barclays colleagues on LinkedIn, tailored CV guidance and one-to-one sessions from SEO London. "The programme made me excited for the future, and to see what I can become."

When interviewing for a graduate scheme with insurance market Lloyd's of London, Jeffers-Bobo used tools and skills gained from the programme to prepare – and ultimately secured a place. "I still can't believe it, but I am so happy. With my mentor from Barclays, I am working on building my confidence so when I start, I know I can hit the ground running."



Blueprint for All

London-based charity Blueprint for All works with young people, communities and organisations to help create an inclusive society. Backed by Barclays, the charity's Pathways to Professions programme is helping 600 young people from ethnically diverse communities, and lower socio-economic backgrounds, to discover career opportunities.

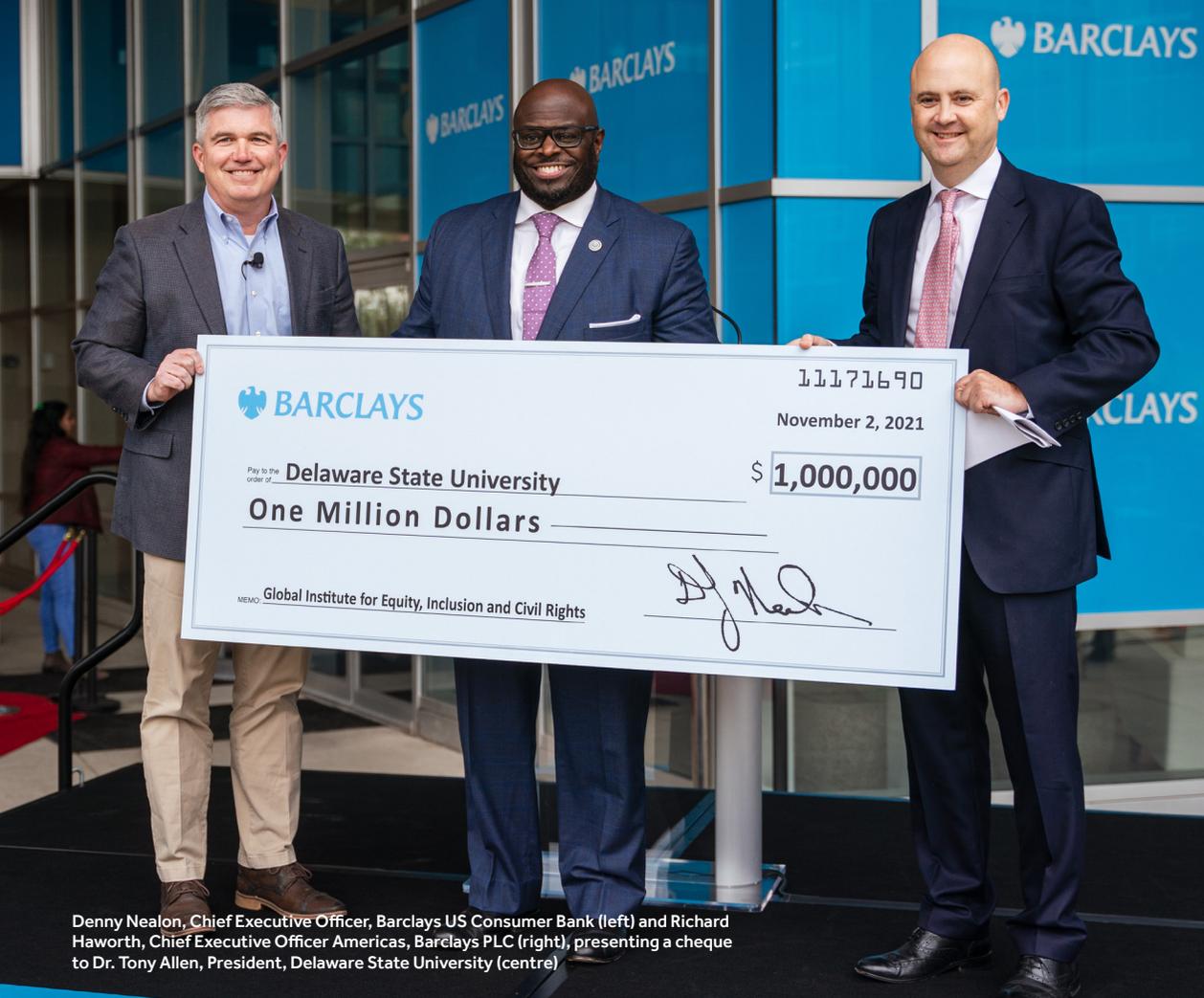
The programme also supports participants in developing practical skills through a series of specialised workshops. This includes access to Barclays' LifeSkills programme, designed to progress capabilities and encourage greater understanding of strengths.

"The Pathways to Professions programme is helping to foster talent and build career aspirations amongst young people from diverse backgrounds," says Kirstie Mackey, Managing Director of UK and Europe Citizenship. "By connecting young people with professionals that represent them, we're helping to inspire the next generation of talent."



“
The SEO London programme made me excited for the future, and to see what I can become.”

Chantelle Jeffers-Bobo
Beyond Barriers programme participant



Denny Nealon, Chief Executive Officer, Barclays US Consumer Bank (left) and Richard Haworth, Chief Executive Officer Americas, Barclays PLC (right), presenting a cheque to Dr. Tony Allen, President, Delaware State University (centre)

In numbers

600

UK students from Black and ethnically diverse communities and lower socio-economic backgrounds will be supported by Blueprint for All partnership.



582

unemployed and disadvantaged young people in London to be upskilled through Skill Up, Step Up – a £1m partnership with the London Evening Standard, The Independent and the London Community Foundation.

US\$1m

donated by Barclays to support Delaware State University's Global Institute for Equity, Inclusion and Civil Rights which aims to create a more equitable society and inclusive economy.

60+

Per Scholas students from underserved populations across New York City, hired by Barclays as apprentices, interns or full-time employees.

400

graduates from Black and ethnically diverse communities across the UK to be supported by SEO London's Beyond Barriers programme, funded by Barclays.

Partnership with Delaware State University

For the past decade, Barclays has partnered with Delaware State University, one of the leading Historically Black Colleges and Universities (HBCUs) in the US. "This relationship is especially important to me as we are helping the university advance individuals through education, preparing students to be future leaders and achieve professional success," says Denny Nealon, Chief Executive Officer at Barclays US Consumer Bank. "We donated US\$1 million to support Delaware State University's Global Institute for Equity, Inclusion and Civil Rights, a network that aims to create a more equitable society and inclusive economy. This commitment and collaboration will continue our efforts to drive positive change and bring additional value to HBCUs, the students they serve, and businesses like Barclays."



“*The relationship with Delaware State University is especially important to me as we are helping the university advance individuals through education, preparing students to be future leaders and achieve professional success.***”**

Denny Nealon
Chief Executive Officer, Barclays US Consumer Bank

Future State: Race at Work focus areas

Going forward, Barclays' approach to Race at Work will be grounded in four key areas, which will focus efforts while providing the flexibility to adapt in a constantly changing landscape. These will provide the foundation for increasing representation, ensuring equity throughout internal processes – and creating a more racially inclusive culture.

Metrics-driven approach

- Enhance the quality and breadth of diversity data held to facilitate strategic priorities and drive data-led insights
- Utilise metrics to drive commitments, measure success and provide transparency on the bank's efforts internally and externally

Colleague hiring and development

- Establish initiatives and enhance recruitment strategy to create pipelines of racially diverse talent
- Provide support to racially under-represented colleagues through mentorship and sponsorship
- Increase representation of racially underrepresented colleagues in talent development programmes
- Focus on increased representation of Black colleagues at Managing Director level through talent development and external recruitment efforts, to achieve Race at Work ambitions

Strategic partnerships

- Focus on investing in and cultivating strategic partnerships to increase diversity of candidate pools, and create brand visibility and recognition in communities of colour
- Enhance current and develop new relationships with Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs)
- Continue to establish partnerships to create pathways to employment and close the racial wealth gap

Equitable investments

- Invest in and support Black and ethnically diverse business owners, providing capital and mentorship to develop business growth
- Engage clients and leverage Barclays' lending network for capital reinvestment
- Increase diversity of Barclays' supply chain and ensure representation of the global communities it serves



To find out more, visit home.barclays/race-at-work



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

Data correct as of 1 August 2022