



Diversity, Equity and Inclusion Report 2022

July 2023



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Front cover: Being able to succeed and progress in your career at Barclays starts with feeling included. We are committed to building a diverse, equitable and inclusive workplace where we can make the most of the different backgrounds, perspectives, and experiences of our colleagues, and better serve our customers and clients.

In 2023, the bank marked the UNESCO World Day for Cultural Diversity for Dialogue and Development (referred to internally as World Cultural Day) on 21 May with a visual campaign in which colleagues wore clothing that represented their relationship with their cultural background, and an interview which highlighted how bringing their whole selves to work makes the bank stronger. Our Diversity, Equity, and Inclusion (DEI) report is structured according to our five DEI strategic priorities and provides an overview of Barclays' approach to building a more inclusive company.

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Group Chief Executive's introduction

Introduction from C. S. Venkatakrishnan, Group Chief Executive



Barclays employs over 90,000 people* and they are our greatest asset. It is important that we build a workplace where each one of them can grow and thrive. However, multiple factors can create an inequality of opportunity to anyone entering into and progressing at work. That is why we took the important step to introduce 'equity' as a pillar of our diversity and inclusion strategy in 2022.

I am glad to see the advancement across all of our Diversity, Equity and Inclusion (DEI) agendas through 2022, set out in this report. For example, we have made good progress with our Race at Work Ambition, achieving our goal to at least double the number of Black employees at Managing Director level in the UK and US by the end of 2022. This target has now been expanded to increase all underrepresented ethnicities in the UK and US at this level by 50% by 2025.

We also continued to make a positive and enduring difference in the communities around the world in which we live and work. Our ongoing commitment to champion young women in football, as one example, was further strengthened by the launch of a Barclays Community Football Fund in 2022. We must continue to break down barriers to equality of opportunity wherever we come across them.

We know we still have further to go in supporting inclusivity in all its forms. It is important that we keep up the positive momentum of the past year, to strengthen our diverse, equitable and inclusive culture, with a view to attracting and retaining the best talent, and in doing so generate even better outcomes for our customers and clients.

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Barclays employs over 90,000 people and I remain of the strong belief that an inclusive and diverse culture will enable us to deliver the best results for our customers and clients."

C. S. Venkatakrishnan (he/him)
Group Chief Executive

* As of end of April 2023.

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2022 highlights

Workforce diversity



Achieved our ambition to double the number of Black Managing Directors in the US and UK by the end of 2022, in line with our Race at Work Ambitions.



Increased the representation of women at Director/Managing Director grades to 29%, in line with our Gender Ambitions of 33% female representation at this level by 2025.



Enhanced current and developed new partnerships with Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs) in the US, alongside initiatives in the LGBT+, socio-economic diversity, and multigenerational spaces, creating a pipeline of diverse talent into Barclays.



Expanded our offering of development programmes for colleagues, including focused programmes for those with disabilities and/or health conditions.

Inclusive and equitable culture



Relaunched our colleague networks as 12 Employee Resource Groups (ERGs), enhancing support to progress each of our six core agendas.



Improved our Inclusion Index score to 82% and increased engagement with colleagues through webcasts, workshops, and events, including our inaugural 'Inclusion Unleashed' week.



Introduced the option for colleagues to share name pronunciation features on our global internal phonebook, as well as personal pronouns on our internal messaging platform Microsoft Teams and on name badges for branch employees.

Data transparency and accountability



Launched Count Me In campaigns to encourage self-identification for disability in the UK and India.

Optimising external relationships



Hosted the third Black Founders Accelerator in the UK to support a cohort of 50 Black entrepreneurs and help their businesses to grow.



Expanded our network of diverse suppliers through supplier showcases and internal roadshows, as well as by connecting with the diverse entrepreneurs and businesses who have participated in Barclays' Black Founder Accelerator and Innovation Hub.



Broken down gender-based, socio-economic, and racial and ethnic barriers to sport in our UK communities, including issuing 1,800 grants to community football partners and working with 15,500+ schools.

Leadership accountability



Appointed sponsors from our Group Executive Committee to champion and galvanise support for each of our six agendas with an emphasis on intersectionality.

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Our approach to DEI



Introduction from Ray Dempsey, Group Chief Diversity Officer

We are proud to publish Barclays' third annual Diversity, Equity and Inclusion (DEI) report. As part of our commitment to transparency, accountability and engagement, this report contains updates on the progress made during 2022 and areas of focus for 2023 and beyond.

I am passionate about cultivating a consistently excellent organisation where DEI is woven into the fabric of what we do. When we leverage the diversity of thought and perspective that colleagues bring to our organisation, we can deliver world-class service for our customers, clients and communities and meet the expectations of our regulators, shareholders and other stakeholders.

A highlight of 2022 was refreshing and relaunching our Group-wide DEI strategy. Our strategy brings together our guiding principles, levers of change, priority areas and key stakeholders to further drive DEI progress and strengthen our inclusive and equitable culture. It also underpins our ambition to be an employer of choice, attracting and retaining diverse talent across all dimensions of difference.

The introduction of 'equity' to our DEI strategy was another important step that we made last year. Equity is about being prepared to do different things for people and communities in a way that recognises and acknowledges that we are not all starting in the same place. We are committed to embedding equity at every step of the colleague lifecycle and furthering our commitment to transparency and accountability by sharing valuable insights and data with our leaders and other stakeholders.

2022 also saw our colleague networks evolve into 12 Employee Resource Groups (ERGs) that collaborate

with the business in innovative ways, as well as enhanced support offerings for customers, successful partnerships providing opportunities for members of our local communities and new ways to work with clients and suppliers in a shared vision of DEI.

We remain focused on driving progress towards our Gender and Race at Work Ambitions. We are also enhancing current and developing new initiatives that positively impact all of our DEI agendas and geographies in which our colleagues live and work. In 2022, we reached and surpassed our goal of doubling the number of Black colleagues at Managing Director level in the US and UK and continued working towards our ambition of 33% representation of women at Managing Director and Director level. Recognising that some ethnicities are underrepresented across the organisation, at the start of 2023 we launched a new ambition to increase the number of Managing Directors from underrepresented ethnicities in the US and UK by the end of 2025.

The work of DEI within the organisation is ongoing, and while there are clear signs that measurable progress has been made, there is always more work to be done. I am excited to see what we can achieve moving forward as we encourage commitment and engagement from all colleagues in building a more diverse, equitable and inclusive organisation.

A handwritten signature in black ink, appearing to read 'Ray Dempsey'.

Ray Dempsey (he/him)
Group Chief Diversity Officer

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Our DEI vision and strategy

Strengthening our diverse, equitable and inclusive culture is more than just 'the right thing to do' – it is a source of real business value. It helps us meet the expectations of our regulators, shareholders and other stakeholders. It helps us attract and retain the best talent and build high-performing teams that generate better outcomes for our customers and clients.

In 2022, we refreshed our Diversity, Equity and Inclusion (DEI) strategy. The strategy sets out our vision – to strengthen our diverse, equitable and inclusive culture that enables our colleagues, customers, clients and communities to grow – and the five strategic priorities we will focus on to execute against this vision.

Our five strategic priorities – Workforce Diversity, Inclusive and Equitable Culture, Leadership Accountability, Data Transparency and Accountability, and Optimisation of External Relationships – are underpinned by our three principles of accountability, transparency and engagement. These priorities will help us to deliver against our six core agendas – Disability, Gender, LGBT+, Multicultural, Multigenerational and Socio-economic.

We will do this by being transparent about the actions we are taking, holding ourselves to account, and engaging with leaders, colleagues, and a range of stakeholders inside and outside the organisation. This will build our understanding of diverse experiences and perspectives, helping us to foster a more inclusive culture and environment.

In 2022, we incorporated 'equity' into how we talk about and progress against our DEI strategy. We know that people start life on different footings, and we have a responsibility to help create a 'level playing field' where everyone can be successful. We will do this by providing focused, targeted support that acknowledges differences and aims to address any imbalances.

We are keen to share with you the progress we made over the course of last year. While we still have plenty of room for growth, we are excited about our direction and are empowered by the enthusiasm our senior leaders and colleagues have demonstrated.



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Workforce diversity

Attracting, developing and retaining talent that represents the communities we serve is key to improving the diversity of our workforce. Our approach focuses on two areas: developing diverse talent pipelines and providing all colleagues with the tools and support they need to succeed and progress.

Developing diverse talent pipelines

Each time we recruit a new colleague, we are determined to find the best talent in the market. This requires tapping into a range of diverse talent pools, including ones we have not previously accessed.

In 2022, we created and participated in focused schemes to connect with and recruit from a wider range of talent across all agendas and regions:

• **Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs):** As part of our Race at Work programme, in 2022 we focused on increasing the diversity of candidate pools and creating brand visibility in communities of colour. In the US, this included partnering with HBCUs, HSIs, and other organisations that connected us with students from underrepresented ethnic backgrounds – these included Morehouse College, Hampton University, Howard

University, Spelman College, Rutgers Newark and Delaware State University.

- **10,000 Black Interns:** Last year we partnered with the UK-based organisation 10,000 Black Interns to, alongside other companies, provide young Black students with opportunities to gain valuable work experience in the coming years. Successful candidates joined teams across Barclays for a paid eight-week internship in summer 2022.
- **Military Talent Scheme and Hiring Our Heroes:** These 10-12-week programmes in the UK and US support military service leavers in their final months of service to find secondment opportunities at Barclays.



The Howard University Showtime band at HBCU Football Classic pre-game show in New York in September 2022



Members of the Latin Professionals Resource Group mark Hispanic Heritage Month in the US

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Participants have opportunities to develop new skills and apply for open roles at the end of their placements. In 2022, we welcomed 45 service leavers into permanent roles across the bank through these programmes alongside 120+ military talent hired by Barclays with support from Barclays' Military and Veterans Outreach (MVO) team.

- **Discovery Diversity Programme:** This two-day insight programme provides students from underrepresented backgrounds in the UK, US, India and APAC with opportunities to learn about Barclays as a global business and the variety of careers and roles we offer. In the second year of the programme, 365 students in their penultimate year of study participated and were invited to apply for an 8-10-week internship with Barclays. Following the programme, we made over 200 offers for places on our summer internships across a variety of our business areas, including banking, technology and operations.

- **Internships and Apprenticeships:** In 2022, we welcomed a diverse class of more than 1,000 summer interns and 440 apprentices into a variety of teams, including investment, consumer and retail banking, marketing and human resources, around the world. Working alongside talented professionals on real projects allows summer interns to learn about our culture, find out how we operate as a business, and gain an understanding of a particular career. Our off-cycle internships allow individuals interested in a career in investment banking or quantitative analytics to immerse themselves in our work and culture over the course of their 3 to 6-month programme. Our apprenticeships allow



people of all ages – from school leavers to those returning to the workforce – to gain work experience at Barclays, while working towards either an A-level equivalent professional qualification or a higher degree through partnerships with universities. Both internships and apprenticeships are underpinned by a suite of baseline learning experiences to maximise the work experience and continued development.

- **Graduates:** Following a research-led review of our Graduate Programmes in 2020, we launched and welcomed more than 840

graduates on to our rebranded Scholar programme. Split into two tracks, Expert and Explorer, the programme is designed to provide valuable training, learning, and hands-on experience to those starting out their careers at Barclays and in financial services. The programmes equip participants with the skills needed to build their careers while building a pipeline for future leadership and help us to bring the best of Barclays to our customers and clients.

- **RISE Job Fair:** We connected with more than 300 people at the Reimagining Inclusion for

Social Equity (RISE) job fair and conference in India in 2022. Developed by the advocacy organisation Pride Circle, RISE allows Barclays to meet and hire top LGBT+ talent.

- **Grace Hopper Celebration:** Throughout a three-day event in September, Barclays connected with women and non-binary technologists looking to kickstart their careers in STEM.

- **Reach ERG Hiring Initiatives:** In India, Members of Reach – the Disability, Mental Health and Neurodiversity Resource Group

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– partnered with external organisations WinVinaya Foundation and Youth4Jobs to introduce talent with disabilities, mental health and neurodivergent conditions to Barclays. Sixteen candidates were offered roles through a focused training and hiring programme done in partnership with WinVinaya Foundation, joining Barclays throughout 2022 and 2023. In Singapore, colleagues from the Reach ERG partnered with the external organisation TomoWork to work on their Talent Accelerator Programme (TAP). This supported 19 graduating students with disabilities or neurodiverse conditions through a joint corporate sharing session with Bloomberg and a series of 60-minute mentoring sessions.

• **Discovery Employability Programme:**

Based in the UK, this four-day programme supports people – often from lower socio-economic backgrounds and traditionally underrepresented groups – who have a desire to join or return to the workforce. In 2022, more than 190 people participated in the programme, which involves a mix of virtual workshops, facilitated discussions, team-building activities and self-paced learning, allowing them to develop core employability skills and gain insights into the different careers available within financial services.



SPOTLIGHT

When teams are made up of colleagues with a diverse range of socio-economic backgrounds reflective of the customers and clients they serve, they become more resourceful and resilient. Recognising the value such diversity brings to a team focused on operational delivery, the HR Operations and Payroll leadership led by **Sarada Srinivas**, Head of HR Operations and Payroll Service Delivery and **Sheeba Balan**, the HR Operations and Payroll DEI Champion, partnered with the Citizenship team and Inspire, our Social Mobility ERG, to find new ways of hiring socio-economically diverse talent.

Together, the team connected with local colleges and invited students to a walk-in employment drive held at Barclays' campus in Chennai in August 2022, where students got to learn more about the organisation and were interviewed by our colleagues. Following the interviewing of around 90 candidates, 23 were hired into HR analyst roles, with an estimated 85% female representation. All hires were either raised by a single parent or were first-generation college graduates and voiced a strong sense of pride at being the first members of their families to work in a corporate environment, particularly one where socio-economic diversity is seen as an asset.

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Supporting and developing colleagues at every stage of their careers

We offer multiple development programmes to support the growth of our colleagues, providing them with the opportunities and resources necessary to strengthen key skills to progress and reach their full potential. Some of the development programmes we offered in 2022 include:

- **Launchpad:** Supporting colleagues as they progress their career through a bespoke development programme. In November 2022, we relaunched our career accelerator programme, Launchpad, based on feedback from previous participants. The refreshed three-month programme saw more than 80 individuals engage in peer-to-peer learning sessions and one-on-one coaching to help enhance their self-reflection, career management and networking, and leadership skills. The pilot was run with a focus on creating opportunities and removing barriers, with participants, who ranged from Analyst to Director levels, organised into separate cohorts – one for those who identify as women in the UK, US and APAC, and another focused on colleagues from underrepresented racial and ethnic groups in the UK and US. Programme executives and sponsors within each business area champion Launchpad. This involves spreading awareness, encouraging participation and ensuring that business units provide the programme with focused attention – including identifying opportunities

for participants, addressing issues and driving an inclusive culture, both at a business and enterprise level. The programme also worked with the participants' leaders and business programme executives to increase their understanding of the specific enablers and obstacles that diverse colleagues may experience.

- **People leadership:** Building the right inclusive Mindset and behaviours in all of our people leaders. People leadership at Barclays is about helping others to achieve their potential. To equip our people leaders – colleagues who manage others and lead teams – with the critical skills and behaviours to inspire, develop and support their diverse teams, we have refreshed our people leadership learning portal – People Leadership Unlocked. We have also refreshed our flagship people leader development programme, Evolution, which supports new people leaders as they transition into leadership roles, with a focus on inclusive behaviours and tackling complex situations in the right way.



SPOTLIGHT

Launchpad gave **Andre Renaudo** (he/him) – a Relationship Director in the Corporate Bank – the opportunity to network with peers and leaders from across the organisation and strengthen his leadership skills and belief in his own capabilities. With support from the programme, he was able to define his career goals, build a career development plan and drive his progression at Barclays, ultimately taking on a new role in the company. “The people in my Launchpad cohort were exceptional and inspiring. The energy and dedication brought to our sessions by the senior leaders involved in the programme allowed us to share and learn about different perspectives.”

Participating in the Launchpad programme did more for **Christina Kotun** (she/her) than just help her to develop her Barclays Mindset and leadership skills. Listening to colleagues speak candidly about their career journeys, she recognised the importance of supporting the emotional wellbeing of colleagues from diverse backgrounds, the key roles people leaders play in promoting inclusivity and a sense of belonging and how one's cultural identities can impact one's career development. “The programme helped me to recognise my passion for diversity, equity and inclusion and gave me the skills and confidence to successfully apply for a role within this area that utilises my skillset.”

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The DEI page on the Barclays Learning Lab supports colleagues to build the capabilities and knowledge needed to drive an inclusive culture across the bank

• **Leadership programmes:** Help us to retain our diverse top talent. We operate three high-potential flagship leadership programmes, and equity in participation is something that we strive for. In 2022, the Enterprise Leaders' Summit saw more than 280 Managing Directors – 38% of whom identify as women – and 740 Directors and Vice Presidents from the Strategic Leaders and Aspire programmes attend a series of virtual and in-person sessions to help develop leadership capabilities. These skills include self-reflection, innovation, collaboration and stakeholder engagement. Overall, these programmes aim to build enterprise-wide leadership, alongside strong people leadership capabilities, helping colleagues tackle people management situations confidently, in line with our Values and Mindset.

• **Destination Technology and Destination Security programmes:** As our organisation evolves, we have implemented strategies to actively upskill, reskill and realign talent of all ages and experiences across Barclays, supporting colleagues in growing their career at every step. Our Destination Security programme, which started in 2022, alongside our established Destination Technology Apprenticeship scheme encourages a culture of continuous learning. The programmes, which involved more than 250 participants last year, focus on developing digital capabilities and provide opportunities for UK-based colleagues to build technical skills through a clear and structured pathway that includes on-the-job training, online learning modules and support from a buddy and talent coach. By achieving an industry-recognised qualification, colleagues have

the flexibility and skills to move into a variety of roles across the organisation, such as Testers, Developers and User Experience (UX) Designers.

The Barclays Learning Lab is our learning ecosystem. Consisting of Barclays-designed knowledge and skills modules, as well as modules from external specialists, it provides our colleagues with the development tools needed to support them in their current and future roles. All colleagues have access to the DEI page on Learning Lab, where we have curated digital learning pathways against key DEI initiatives, so that every colleague can build the capabilities and knowledge needed to drive an inclusive culture across Barclays.



Additional information about Learning Lab can be found in our 2022 Annual Report.

We also have a number of development and mentorship programmes created and operated by our ERGs. One such initiative is our mentorship scheme developed and run by Reach, the Disability, Mental Health and Neurodiversity Resource Group.

Recognising the unique strengths and experiences that colleagues with disabilities and/or health conditions bring to Barclays, the Reach mentorship programme was created to provide and support inclusion to colleagues. Combining both traditional and reverse mentoring, a senior leader partners with a more junior colleague who identifies as having a disability or a mental health or neurodiverse condition. Mentees come away with valuable insights from their mentor's knowledge and personal career experiences. The mentor,

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in turn, develops an understanding of the challenges, experiences and strengths their mentee's condition brings. This scheme, which had a total of 38 participants across the 2021-2022 and 2022-2023 cohorts, increases awareness and supports our commitment to fostering a safe, inclusive environment where we make the most of the exceptional talents that people with disabilities can bring to our organisation. The mentorship programme has been embraced by all levels of management with Matt Hammerstein, the CEO of Barclays UK, participating as a mentor last year.

Building diverse pipelines to leadership

We are committed to building a diverse and resilient leadership pipeline to feed into our decision-making bodies. The diversity of succession plans for our more senior roles is monitored by the Board, and we operate ex-officio roles in our most senior committees to enhance diversity of thought and experience and to provide leaders with an additional form of development.

SPOTLIGHT

In 2022, **Sidney Wager**, co-chair of the UK Black Professionals Resource Group (BPRG), and BPRG members worked with our HR Talent and Development team to create Ascent, a six-month mentorship and learning journey for Black colleagues in the US and UK. The first-ever development programme developed and run by an ERG, Ascent kicked off in November with 70 self-nominated participants at the Analyst level and 15 mentors at the Director level and above. Working on top of their day jobs, Sidney and BPRG members created a curriculum with six learning modules each month and discussion topics for monthly group mentorship sessions to deliver focused career support to young and talented Black analysts.

"There has been an overflowing wave of support across the business following the creation of Ascent, which offers participants beneficial assistance as they navigate their career path. Colleagues are keen to support and celebrate candidates. Being partnered with senior mentors gives participants the opportunity to get to know and learn from colleagues that they otherwise may not have had," says Sidney.

Our Race at Work and Gender Ambitions

To support progress in addressing the underrepresentation of certain groups at Barclays, we have two representation-focused ambitions: our Race at Work and Gender Ambitions. Grounded in metrics, these ambitions are designed to hold us accountable over time as we strengthen the diversity of our colleague population.

Our Race at Work Ambitions

In 2020, Barclays launched the Race at Work agenda with a 12-point action plan that focuses on removing any barriers facing ethnically diverse talent and developing a more inclusive and welcoming culture for underrepresented ethnicities.

Race at Work has since grown into a strategy operating across three pillars – colleagues, clients and communities – and is grounded in four areas: a metrics-driven approach, colleague hiring and development, strategic partnerships and equitable investments.

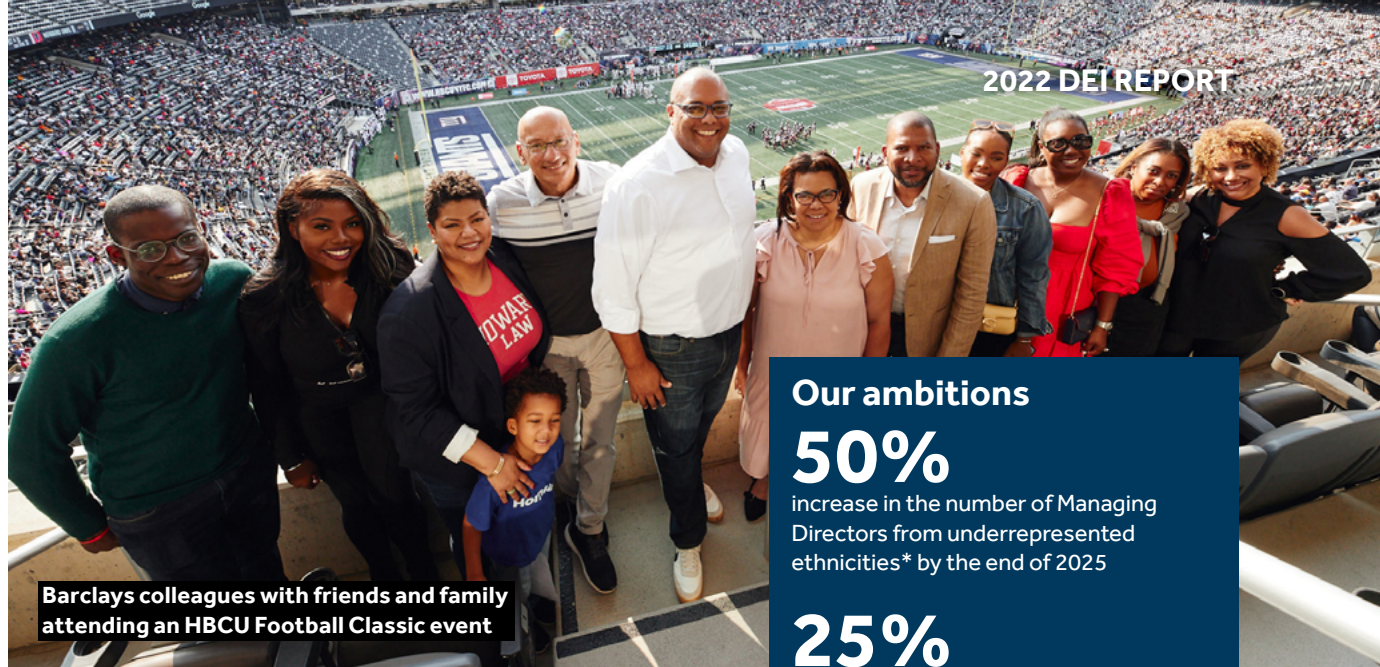
Our approach to race and ethnicity

We are continuing to broaden our understanding of race, ethnicity, and the complex intersection between them, and are working to ensure that all colleagues can self-identify in the ways they want to without being limited by the categories defined by legal reporting requirements.

Given the scope of the Race at Work Ambitions extends to the UK and US, we are publishing race/ethnicity data for these two regions only. While colleagues

are able to identify as Native American/Indigenous, Native Hawaiian and/or Pacific Islander, North African/Middle Eastern, and other categories, there is an insufficient sample size to report on them individually in this report.

We also provide Asian colleagues globally with the expanded option to self-identify with specific geographies and groups but have aggregated them for the purposes of this report.



Barclays colleagues with friends and family attending an HBCU Football Classic event

Our ambitions

50%

increase in the number of Managing Directors from underrepresented ethnicities* by the end of 2025

25%

increase in the number of UK employees from underrepresented ethnicities by the end of 2025

20%

increase in the number of US employees from underrepresented ethnicities by the end of 2025

As part of the colleague pillar, in 2021 we established a set of measurable ambitions aimed at closing the gaps in the UK and US where some ethnicities are significantly underrepresented in the organisation. These ambitions are to:

- in the US, increase the number of employees from underrepresented ethnicities by 20% by the end of 2025, taking the overall percentage to 21%
- in the UK, increase the number of employees from underrepresented ethnicities by 25% by the end of 2025, taking the overall percentage to 5%
- in the UK and the US, aim to at least double the number of Black employees at Managing Director level by the end of 2022, which we achieved.

*In the UK, 'underrepresented minority' refers to individuals who are Black or multiracial. In the US, 'underrepresented minority' refers to individuals who are African American/Black, multiracial, Hispanic/Latinx, Native Alaskan/Native American, or Native Hawaiian/Pacific Islander.

Driven by efforts to improve diversity outcomes for our candidates when recruiting and developing colleagues from underrepresented ethnicities, leverage strategic partnerships and increase transparency of data, we have made significant progress against our ambitions. In 2022, we successfully met our ambition to double the number of Black employees at Managing Director level. Recognising the importance of continued progress, we have a set a new ambition focused on our most senior population. From a 2022 baseline, we aim to

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increase the number of Managing Directors in the UK and US from an underrepresented ethnicity by 50% to 84 by 2025.

We are seeing strong progress towards meeting our two representation ambitions for 2025. At the end of December 2022, 4.6% of colleagues in the UK and 20.3% of colleagues in the US identified as an underrepresented ethnicity. This is an increase of 0.6% in the UK and a 2.2% increase in the US from a 2020 baseline. In both cases, this growth has been driven by an increase in new joiners who come from underrepresented groups.

Encouraged by these data points, we aim to maintain this momentum by continuing to develop our relationships with HBCUs, HSIs, and other partners in the UK and US that broaden our recruitment reach and strengthen our diverse talent pipeline. We will also continue to provide focused, equity-driven development opportunities for our colleagues from underrepresented ethnic groups.



To learn more about Barclays' Race at Work programme over the past two years, please read our 2022 Race at Work Agenda Impact Report.

Our Gender Ambition

Launched in 2018, our Gender Ambition is focused on improving gender diversity across Barclays. Having achieved our initial goal of 28% by the end of 2021, in 2022, we announced our refreshed Gender Ambition of 33% representation of women in senior leadership roles (Managing Directors and Directors) by the end of 2025. To make progress towards our ambition, we have been building a strong pipeline of gender-diverse talent at all levels through our hiring initiatives and development programmes. We report regularly to senior leaders to keep them informed on progress, including providing them with information about hiring, promotion and retention in their respective business areas.

At the end of 2022, the representation of women among Directors and Managing Directors was at 29% globally*. While this represents a positive change since the start of the year, there is more to do to meet our 2025 ambition. Going forward, we will continue our efforts to identify and develop high-potential female talent within Barclays and in the market. We will also focus our efforts on understanding the drivers causing women to leave the bank by exploring the gender differences across exit interviews and sentiment surveys. Although people moving on for other opportunities and life changes is a natural part of workforce management, we hope to identify which changes we can make to increase retention rates as we work towards our ambition.

Our approach to sex and gender

We recognise that our colleagues have a range of gender identities and that not everyone's gender identity aligns to their sex assigned at birth. Our systems and the reports they have informed in the past use definitions set out by legal reporting requirements. We are updating our systems to better reflect and honour the spectrum of gender identities. For the purposes of this report, we use the identifiers 'male' and 'female' for the category of gender as captured in our systems. While colleagues are able to select 'non-binary' as a gender identity, there is an insufficient sample size to report on non-binary colleagues in this report.

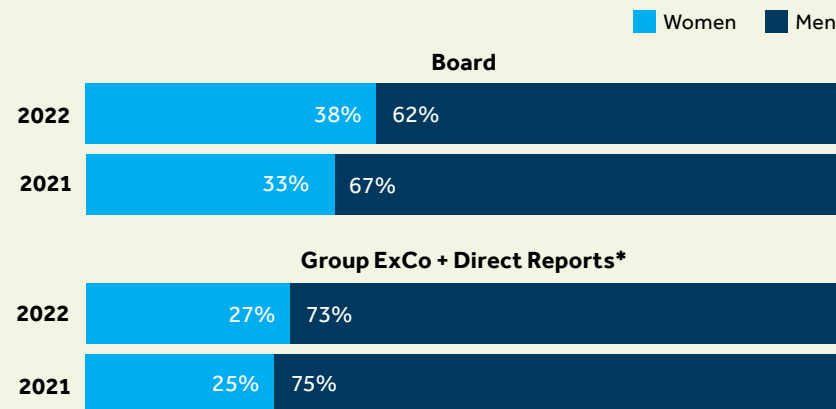
* 2022 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Current and previous limited assurance scope and opinions can be found within the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/

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Sasha Wiggins, Group Head of Public Policy and Corporate Responsibility and Group Chief of Staff, and Colette Scarlett, Assistant Vice President, Group CEO Office

Women in Board and Group ExCo + Direct Reports (%)



*2022 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE 3410. Current and previous limited assurance scope and opinions can be found within the ESG Resource Hub. For further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/

Gender diversity in our executive committee, their direct reports and the Board

In addition to increasing representation at the Director and Managing Director levels, we are determined to ensure that women are equally well placed to be represented at the highest levels of the bank. At the end of 2022, female talent on our Group Executive Committee and its direct reports was at 27%*, increasing from 25% from 2021. Through the actions we are taking in relation to our Gender Ambition, we are also working towards the 40% target for executive committees and their direct reports by the end of 2025, as recommended by the FTSE Women Leaders Review.

We have also made progress in increasing the representation of women on our Board, with 38% of the Board composed of women in 2022 compared with 33% in 2021. To make further progress towards greater gender balance, the Board updated its Board Diversity Policy in 2022 to reflect the voluntary targets recommended by the FTSE Women Leaders Review, which includes a commitment to having a minimum of 40% women's representation and to have at least one woman in the Chair or Senior Independent Director role and/or one woman

in the CEO or CFO role. The updated policy affirms the Board's commitment to operating in a way that supports diversity and inclusivity in line with Barclays' broader Gender Ambitions and DEI strategy.



For more details on our Board Diversity Policy, see the 'Governance' section of our 2022 Annual Report.

HM Treasury Women in Finance Charter

As an early signatory of HM Treasury's Women in Finance Charter, we are committed to publishing the progress against these targets and our Gender Ambitions annually, as the industry works towards achieving greater representation of women.

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Inclusive and equitable culture

Creating an inclusive and equitable culture helps retain our diverse talent and ensures equity of opportunity. We are continuing to build on a culture where colleagues are comfortable at work and supported at every step of their career.

Employee Resource Groups (ERGs)

Colleague networks have long been an important part of Barclays through creating communities and fostering belonging. More recently, they have acted as a sounding board for the business, driving a better understanding of the needs of our customers, clients and communities.

Recognising this shift, in January 2022, our seven diversity networks evolved to become 12 [Employee Resource Groups \(ERGs\)](#). We also launched Inspire, the ERG which aims to amplify the voices of those who identify as coming from a lower socio-economic background. The ERGs are:

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



In 2022, the colleague diversity networks evolved to become 12 Employee Resource Groups (ERGs)

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Active Membership of Employee Resource Groups (ERGs)



ERGs are active at the local and regional levels, and as part of this evolution, in 2022 we stood up independent ERG structures for colleagues in Europe and the Middle East for the first time.

With more than 24,000 people participating in one or more of the ERGs globally, these colleague-led communities raise awareness of the unique challenges facing diverse groups at Barclays and provide insight into colleague sentiment and experience. They also actively help the bank make the right decisions for its customers, clients and communities, and can support the development of inclusive products and services.

SPOTLIGHT

Our Employee Resource Groups play a valuable role in creating a sense of community amongst colleagues. As the first dedicated DEI lead in the Middle East, **Sereen Ahmed** played a key role in developing the ERGs and their activities across the region. Following the transition to hybrid working, she helped Win ERG in the Middle East to arrange focused community building events such as activities to mark International Women's Day, host sessions on wellbeing and mental health, and fundraise to support local communities.

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SPOTLIGHT

India is vast both geographically and culturally, with 22 official languages, many more local dialects and people from many walks of life. **Jhansi Ghattamaneni** recognised the challenges faced by individuals from lower socio-economic backgrounds, including the unfair prejudice that can often arise in day-to-day social situations and the difficulties joining large, multinational companies. Hoping to raise awareness of how socio-economic inclusion in the workplace can benefit our colleagues, community and the business, Jhansi became one of the first co-chairs of Inspire India, the Social Mobility Resource Group.

As co-chair, she has been raising awareness of socio-economic diversity, helping to source diverse talent, working to create a community for colleagues from lower socio-economic backgrounds, and engaging with local communities. "For us, Inspire is not only about removing barriers for those starting or looking to progress their careers at Barclays, but also about understanding the diverse backgrounds that colleagues come from and how this impacts their interactions with others. It is about conscious inclusion of colleagues from all socio-economic backgrounds," says Jhansi.

Barclays networks

In addition to the ERGs, Barclays has a series of independent networks where colleagues can come together to share common interests, such as faith and the environment. Created by and for colleagues, networks are an important way of creating a sense of inclusion and championing diversity of thought.

Colleagues in our regional Environment Networks upskill individuals by educating them on the unique challenges and nuances of climate change, as well as actively contributing to Barclays' core business objectives – playing a critical role in supporting the bank's transition to a low-carbon economy. Partnering with colleagues across the organisation, including those in the Sustainability and Environmental, Social and Governance (ESG) teams, has allowed the networks to provide feedback from employees on the bank's sustainability

and share information about Barclays' climate strategy, to positively influence business decision-making. Through a range of activities hosted in 2022 to align with Barclays' 2050 net zero ambition, the networks engaged with more than 6,200 colleagues.

The Graduates and Interns Network (GAIN) is an employee network that provides current graduates, apprentices and interns and alumni of these programmes with valuable opportunities to build connections and gain greater understanding of Barclays and the opportunities it has to offer. Members are able to explore new perspectives and receive support and encouragement from their peers, by building connections with others in the network.

The Faith Network supports Barclays' commitment to building a supportive and



Members of the Graduates and Interns Network (GAIN) are offered valuable opportunities to build connections and explore new perspectives

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The Faith Networks aim to help create an environment of understanding and acceptance

inclusive culture for colleagues of all religious and spiritual backgrounds. The five forums that make up the Faith Network aim to advocate for colleagues to live by their faith freely, educating individuals on different faiths and their associated traditions and cultural practices to create an environment of understanding and acceptance.

The Faith Network forums are:

- Christian Forum
- Sikh Forum
- Muslim Forum
- Jewish Forum
- Hindu Forum

The events and activities organised through our ERGs and employee networks are offered to, and shared with, all colleagues on an opt-in basis.

The importance of allies

Allies play a critical role in building an inclusive workplace. Allies actively promote and advance inclusion by taking positive steps to ensure that every colleague feels that they belong. We encourage every colleague to be a consciously

inclusive ally, through organised events and by providing helpful resources such as our Allies Toolkit. Many of our ERGs have dedicated initiatives and workstreams for allies, including Male Allies, Race Champions, Spectrum Allies, and Reach Purple Champions.

Inclusion Unleashed

To further support colleagues in building their knowledge and understanding of a range of diversity, equity and inclusion topics, we hosted the first ever Inclusion Unleashed Week in May 2022. A highlight of the week was sharing our refreshed DEI strategy with colleagues. In addition to this, colleagues had the opportunity to hear a range of diverse perspectives from external and internal speakers across a five-day series of virtual learning sessions, where topics included equity vs. equality, identity and embracing dimensions of difference and the importance of having challenging conversations in order to build allyship. We also hosted similar, focused events for colleagues throughout the year, including our first-ever Socio-economic Inclusion Week in July and Multigenerational Day in November.



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Embedding DEI in our policies and systems

To make the colleague, client and customer journey more inclusive at every step, it is crucial that our policies and systems also support this. From the banking apps our retail customers use to the messaging tools our colleagues communicate with, there are countless touchpoints between Barclays and our colleagues, clients and customers that can be reviewed and updated to ensure inclusivity at every step.

Pronouns and pronunciations

With the transition to hybrid working, it is vital that inclusive behaviours are practised both in person and online. To ensure colleagues of all backgrounds and genders feel respected and included, we added three new features to our internal colleague directory in 2022. Colleagues can now opt to share an audio recording of the pronunciation of their name, its phonetic spelling and their preferred name on their profiles. These new features work alongside an existing feature which allows colleagues to share their pronouns if they choose to.

We were also proud to partner with our technology provider Microsoft to pilot a pronoun feature on Microsoft Teams, the messaging application used across Barclays.

In 2022, we also made it possible for branch colleagues in the UK to customise their name badges and add personal pronouns, markers indicating that they are able to use sign language or are a dementia friend, and flags indicating the languages they speak.

Microsoft is proud to partner with Barclays to enable pronoun display options in Microsoft Teams. Empowering individuals is a core priority in our products, and we are pleased to support Barclays in their drive to enable employees to freely express themselves in the workplace."

Ashok Kuppusamy
Corporate Vice President,
Microsoft 365 Core Experiences



Jayanthi Thakur,
Team Support
Specialist, UK Cards

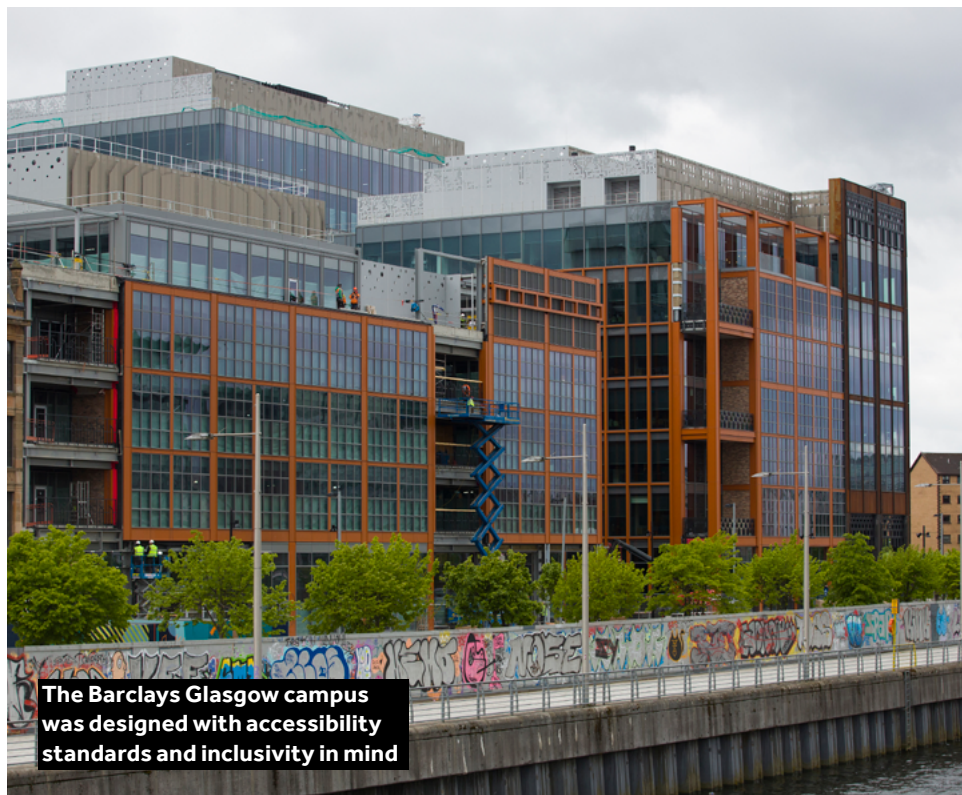
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Retail customers are now also able to select the gender-neutral 'MX' as their title on their account. These efforts create a safe space for our trans, non-binary and LGBT+ colleagues, and promote inclusivity for colleagues and clients of diverse nationalities, abilities and backgrounds. Sharing pronouns is a personal choice for every colleague and client to make.

Accessibility and vulnerability customer support

Barclays has enhanced the support available for vulnerable customers within the UK

through the launch of a framework that allows colleagues to record accessibility requirements, vulnerability needs and life events that customers have informed us of. These preferences are noted across our systems for colleagues to utilise in future interactions and they support us in providing customers with the correct level of service based on their needs and required adjustments. In addition, a selected list of these preferences can be managed by customers digitally. The information that is shared also aids us when making decisions



SPOTLIGHT

Seeing that colleagues didn't have the means to display their pronouns virtually and worried that fear of mispronouncing someone's name might cause them to be excluded from important conversations, **Laurence Beard** (he/him), a remediation analyst in BUK, was inspired to find a solution. Over the course of a year, Laurence partnered with Barclays' Digital Colleague Experience team and a range of stakeholders to successfully create two features for Barclays' internal colleague directory, allowing colleagues to share their pronouns and the pronunciation of their names.

"Inclusion is a choice we make every day and simple actions can play an important part towards this. While we all need to contribute towards creating an inclusive culture, it is essential we have the right systems in place to underpin our DEI priorities. I believe the new features we have developed in the Internal Phonebook will help to strengthen our global colleague experience, whilst supporting colleagues when making new collaborative relationships across the company. Collaborating as part of a team to make this meaningful system improvement makes me incredibly proud. In addition to this, I have found it truly invaluable to have had the opportunity to work with new people through the DEI projects, enabling me to grow and learn from different and diverse perspectives," says Laurence.

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about the accessibility and inclusivity of the products and services that we provide. By ensuring that we consider the heightened needs of customers in vulnerable circumstances, we can deliver the best outcomes for all customers.

Designing for inclusion

We are committed to making our facilities and physical spaces inclusive and free of any physical barriers. Our Glasgow campus was designed with accessibility standards and inclusivity incorporated into the process from the very beginning. Partnering with the charity Scottish Autism, who provided expert guidance and information on how to incorporate the needs of individuals with neurodivergence into the design process, we were able to create an accessible and inclusive workspace. The campus exceeded the minimum requirements to be a welcoming environment for individuals with physical, cognitive or sensory disabilities, providing benefits for all.



SPOTLIGHT

Having worked in many places across the globe, **Ron Coghill** had seen first-hand the importance of incorporating physical disability and neurodiversity inclusivity into building design. So, Ron was delighted to be involved in designing Barclays' new campus in Scotland, which, in addition to being in her home town of Glasgow, had accessibility at the core of its design and development.

Ron and her team worked with Barclays' ERGs and a national charity, Scottish Autism, to ensure that decisions on even the smallest details, like acoustics and lighting, were made with physical disability and neurodiversity in mind. Working with the sustainability and community teams, the project also built on Barclays' net zero ambitions and zero waste strategy, as well as supporting local groups in the community by offering a multifunctional community space that can be used for external events. Further collaboration with Barclays' autism focus group allowed the team to understand which things were working well across different Barclays sites and incorporate them into the design of the Glasgow campus. In recognition of the efforts of Ron and her team, Barclays Scotland was awarded 'Best Employer Workplace of the Year' and 'Organisational Development Award of the Year' at the HR Network National Awards.

"My main focus when working with various teams to design the Glasgow campus and implement changes at our other locations was ensuring that all colleagues and visitors have equity over their experience and that there are no physical or non-physical barriers that would limit access or the ability of individuals to feel included in the workplace," says Ron.

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Inclusion in our people policies

We regularly review our HR policies to ensure that they align with our broader DEI and people strategies as well as our Purpose, Values and Mindset.

To continue supporting colleagues with hybrid working arrangements, in 2022 we updated our policies on Working Flexibly and provided additional support and practical guidance to all people leaders. Providing the opportunity to work flexibly ensures that colleagues are best able to maximise use of both office and home working spaces.

During 2022, we enhanced our provision of workplace adjustments for colleagues with disabilities, impairments, mental health challenges or neurodiverse conditions, to remove or reduce barriers and drive consistency in the support we offer globally. Colleagues now have greater control over meeting their own individual requirements

through a new self-service process for ordering equipment for office and home working use, as required. People leaders and colleagues are also encouraged to broaden their understanding of the accessibility needs of others through the Accessibility Academy – a disability-focused learning pathway on our internal development platform, Learning Lab.

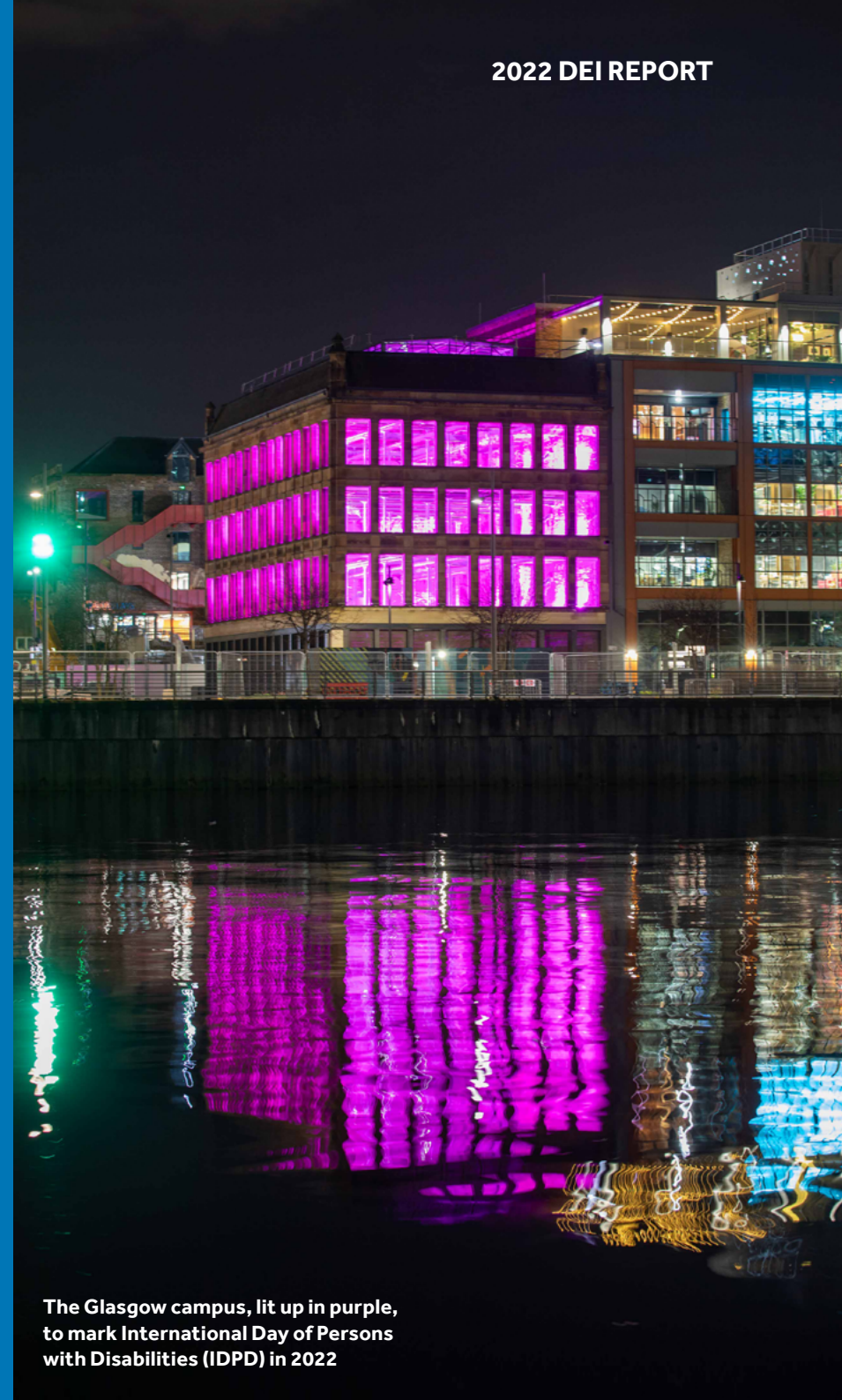
True inclusion happens when colleagues are supported in all aspects of their lives, including those that extend beyond the immediate workplace. In 2022, we updated our policies and guidance on a range of topics, including workplace support for menopause, miscarriage and baby loss.

In March 2022, a menopause support app was launched for UK colleagues and/or their partners. The app includes a one-to-one personalised chat and an eight-week tailored programme, as well as access to curated content. Our medical coverage in the UK was

Equal opportunities

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

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



The Glasgow campus, lit up in purple, to mark International Day of Persons with Disabilities (IDPD) in 2022

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extended in April 2022 to include support to establish a diagnosis of a neurodiverse condition, as well as cover for the treatment of menopause symptoms when referred by a primary doctor to a specialist medical professional. In India, Singapore and China, enhancements to our medical coverage provide valuable support and treatments to all colleagues for a wider range of medical conditions.

For our US-based colleagues, we partnered with organisations Ovia Health and Progyny to expand our family health benefits. Through the one-on-one coaching, access to specialists and medical and emotional guidance offered through these two programmes, colleagues can receive the support they need throughout their family-building journey, including preconception, pregnancy, parenthood and returning to work. We are also proud to have updated our US medical plan to cover the cost of travel for cancer treatment, an addition to the travel benefit already available for gender-affirming care and organ transplants. We strive to provide support for the diverse range of needs of our colleagues at every stage of their lives, and we are committed to providing access to healthcare and family planning services.

To support colleagues in the US who are in the process of paying off their student loans, we have partnered with Bright Horizons EdAssist. The student loan programme provides personalised advice from coaches, webinars and loan calculators. Colleagues who are eligible also receive financial support to help towards loan repayments. For further information on the resources and support available to colleagues relating to financial wellness, please read our [2022 Fair Pay Report](#).



**Shagun Pathak, Recertification Analyst,
at Barclays' office in Noida, India**

As part of the UK Government Disability Confident scheme, we encourage applications across all our locations from people with disabilities, impairments, mental health challenges or neurodiverse conditions and provide all the necessary accessibility accommodations. We require our people leaders to give full and fair consideration to those with a disability on the basis of strengths, potential and ability, both when hiring and managing. We also ensure that opportunities for training, career development and promotion are available to all.

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Supporting colleague wellbeing

Prioritising the wellbeing of our colleagues is central to creating productive teams where all individuals feel valued and included. We recognise the importance of intersectionality in ensuring our wellbeing programmes are inclusive. Our Be Well programme provides a holistic and inclusive perspective on wellbeing which supports the needs of our diverse workforce with a focus on:

- sustainable high performance – providing colleagues with the skills and knowledge to enhance their physical and mental fitness; and
- supportive culture – building confidence to address stigma and offering support around mental health and other aspects of wellbeing, from financial welfare to menopause.

Through our holistic and inclusive approach, we measure wellbeing using the Wellbeing Index in our annual colleague Your View survey, and educate and empower our colleagues and leaders to actively manage their own health and support that of others. We continue to deploy training to colleagues that highlights the importance of mental wellbeing and building a supportive and inclusive culture; this includes our required Mental Health Awareness e-learning. We also continue to partner with our ERGs and leaders on global campaigns to normalise conversations about mental health and wellbeing topics. In the UK, Barclays has pioneered the 'This Is

Me' campaign, now in its ninth year, where colleagues talk openly about their own personal experiences and the challenges that they have faced, with the aim of tackling the stigma associated with mental ill health.

In 2022, wellbeing continued to be incorporated into the DEI performance objective. Colleagues were asked to develop their understanding of the factors contributing to their resilience and ability to sustain high performance, and managers were asked to champion and support team wellbeing. This was bolstered by the launch of a new toolkit on World Mental Health Day to help people leaders lead their teams in a way that protects and enhances colleague health, with a focus on practices such as workload management, fostering autonomy and enabling growth.

Paying colleagues fairly

We believe that the pay of our colleagues should be based appropriately on their role, skills, experience and performance, and be delivered in a way that aligns with the needs of all our stakeholders. Our remuneration policies and procedures support Barclays' strategy and reward sustainable performance, which is a key element of our Remuneration Philosophy, in line with our Values, Mindset and risk expectation.



More information is available in
our 2022 Fair Pay Report.



Barclays has launched a new
toolkit to help people leaders
lead their teams in a way
that protects and enhances
colleague health

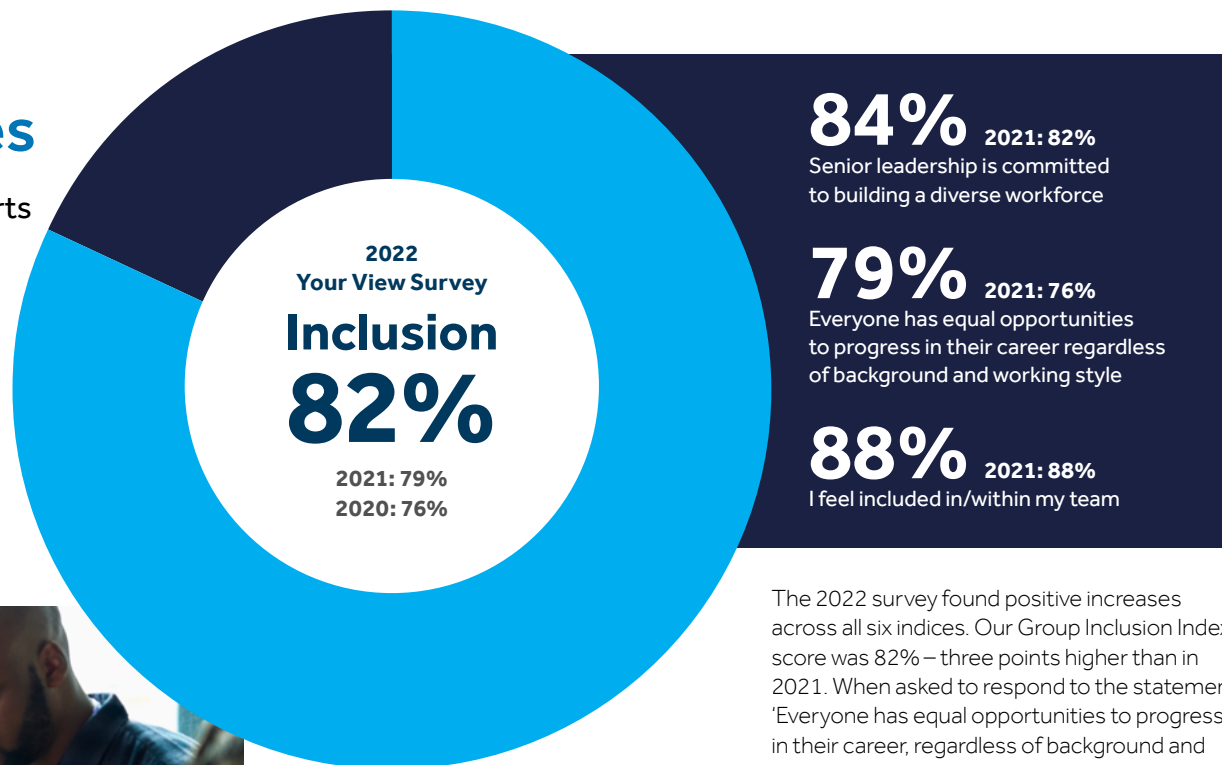
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Listening to our colleagues

Listening to our colleagues is a critical part of our efforts to improve transparency and accountability while measuring colleague engagement as we progress in our DEI journey. The annual Your View survey was completed by 72% of colleagues in 2022 – an increase from 67% in 2021 – and provides us with insights into colleague sentiment and experiences across a number of indices. We leverage the survey results to understand how to better support colleagues and embed DEI across the organisation.



The 2022 Your View survey was completed by 72% of colleagues



As in 2021, we asked a series of questions to measure colleague engagement, wellbeing, and inclusion in the workplace, and our Barclays Mindset and Values. In 2022, we also asked colleagues to voluntarily self-identify in response to a number of diversity questions – including asking about past military experiences for the first time. This data is used to help us build a better understanding of the unique challenges that certain groups are facing. Aggregated and anonymised insights are shared with ERGs and DEI Councils in each business area to help inform them as they develop their priorities and focused initiatives in the coming year.

The 2022 survey found positive increases across all six indices. Our Group Inclusion Index score was 82% – three points higher than in 2021. When asked to respond to the statement 'Everyone has equal opportunities to progress in their career, regardless of background and working style', 79% of colleagues responded positively – which also represented a three-point increase from 2021. Similarly, 84% of colleagues responded affirmatively to the statement 'Senior leadership is truly committed to building a diverse workforce,' – a two-point increase from 2021.

Scores for six of the seven questions in the Inclusion Index increased year-on-year, with the score for one question remaining flat. In 2023, we will continue to be open about, and work towards, reducing pay gaps; we will ensure our hiring and promotion processes are equitable; and we will provide managers with the resources and learning they need to continue to build an equitable and inclusive culture within their teams.

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Leadership accountability

Our leadership plays an important role in accelerating our DEI journey and meeting the rising expectations of colleagues, customers, clients and communities. To help enact change from the top, in 2022, sponsors from the Group Executive Committee (Group ExCo) were appointed to champion an agenda across Barclays. This includes being passionate and visible advocates for their agenda, shaping its priorities and galvanising leadership to deliver on objectives.

To further support leaders in building their knowledge and understanding of DEI topics, in June 2022 we hosted the second annual Inclusion Summit, a virtual two-day event created to engage and mobilise senior leaders on the DEI strategy. Consisting of a series of speaker events, day one was attended by around 1,000 leaders, ERG representatives and colleagues from across the bank. A session on the second day saw 445 leaders engage in focused discussions designed to develop actions for each business area. The Summit was met with positive feedback from participants, with 71% agreeing or strongly agreeing that Barclays has made meaningful progress since last year's Summit.

Every colleague continues to have a mandatory inclusion objective as part of their performance review. The inclusion objective encourages inclusive and supportive behaviours that recognise and value every individual's background as key drivers of our Purpose, Values and Mindset.

In numbers

1,000

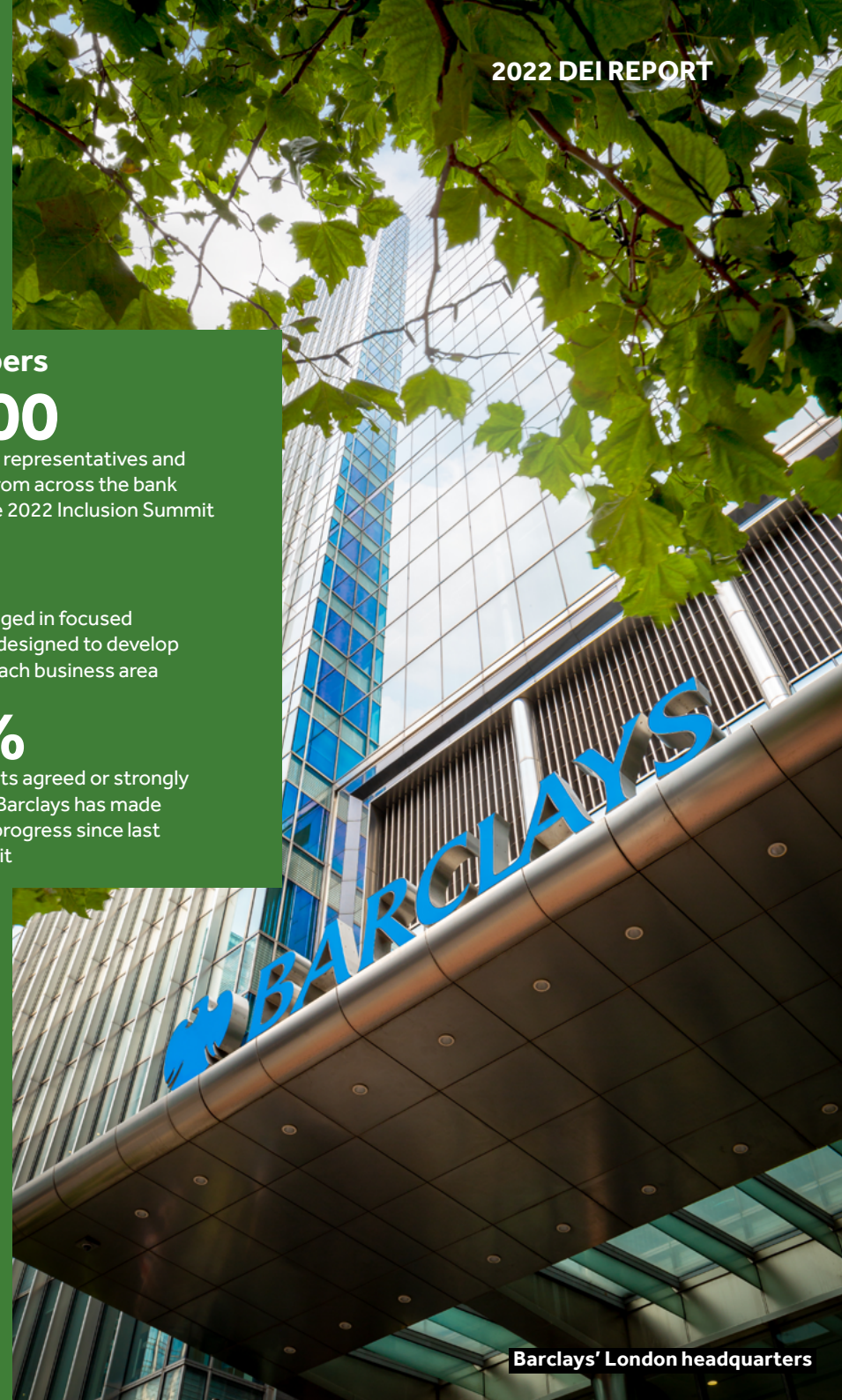
leaders, ERG representatives and colleagues from across the bank attended the 2022 Inclusion Summit

445

leaders engaged in focused discussions designed to develop actions for each business area

71%

of participants agreed or strongly agreed that Barclays has made meaningful progress since last year's summit



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LGBT+

"Building a diverse and inclusive company is an integral part of our success at Barclays. I am a proud ally for the LGBT+ community. Making everyone comfortable to be themselves at work is central to our culture at Barclays, and we all play a role in championing inclusivity for our LGBT+ colleagues."

Alistair Currie

Group Chief Operating Officer and Sponsor for the LGBT+ Agenda

Multigenerational

"Our ambition is to be the employer of choice for talent across all generations and life stages. At Barclays, we understand that every generation has perspectives that can enrich our workplace and each other. We support our colleagues by providing tools, programmes and ways of working that enable them to balance their work lives and personal commitments, while ensuring we have development opportunities for each life stage."

Vim Maru

Head of Consumer Banking and Payments and Sponsor for the Multigenerational Agenda

Multicultural

"My role as the agenda sponsor is to ensure that people have a much better understanding of why diversity is important within this bank. If we can spend more time ensuring that people understand that it's good to ask questions, understand that diversity is a good thing and understand what makes their teams tick, I think we will end up with a much better organisation overall."

Taalib Shaah

Group Chief Risk Officer and Sponsor for the Multicultural Agenda

Disability

"Our disability agenda is critical to our business strategy. We are committed to driving change to promote positive outcomes for individuals with a disability, mental health and/or neurodiverse condition, and to fostering an environment in which everyone feels included and empowered. It is vital that Barclays is as diverse and inclusive as the communities that we support and serve."

Matt Hammerstein

CEO Barclays UK and Sponsor for the Disability Agenda

Gender

"We are focused on improving the gender diversity of our leadership and across all levels by hiring, promoting, and retaining diverse female talent and creating a culture where women can thrive as professionals."

Paul Compton

Global Head of the Corporate and Investment Bank and Sponsor for the Gender Agenda

Socio-economic

"For me, socio-economic inclusion is about acknowledging the impact that our personal, social and economic circumstances and backgrounds can have on our lives. It's about addressing the disparities that they can cause on getting into the workplace – and on progressing once you're through the door."

Tristram Roberts

Group HR Director and Sponsor for the Socio-economic Agenda

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Data transparency and accountability

Data plays an essential role in delivering our DEI strategy. Transparency of data allows senior leaders to make informed decisions, and the ability to track progress in numbers keeps us accountable. We are developing our internal capabilities to better collect, analyse and leverage data while also making external disclosures that reflect our commitment to transparency.

Enabling colleagues to self-identify and share their armed forces status

Maintaining an updated record of colleague information also allows us to comply with relevant regional reporting objectives, both existing and forthcoming. In an effort to keep colleagues' personal data records updated, we held another 'Count Me In' campaign in 2022, inviting colleagues in the US and UK to review and share their personal details on HR systems, in line with local privacy laws. For the first time, colleagues in the UK and India can now choose to share their disability data.

In addition, in 2022, Barclays became the first financial services organisation in the UK to invite colleagues who are veterans, reservists or a military spouse/partner to share this information as part of their diversity data. This information helps

Barclays to develop programmes, practices and policies that support the attraction, retention, development and progression of colleagues at every level.

Leveraging data and insights

Senior leaders are now able to access gender and ethnicity details pertaining to hiring, promotion and attrition rates, in two ways: a management pack shared monthly with each business area and a new dashboard launched in Autumn 2022. These data points help to assess the effectiveness of our programmes, hold leaders and their teams to account for representation in their business areas, and inform how senior leaders determine areas of focus to support our Gender and Race at Work Ambitions. The dashboard is the first step in a broader HR technology transformation that will revamp how we collect, share and leverage



David Goodacre OBE,
Transformation Director

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Barclays has started a broader HR technology transformation that will revamp how the bank collects, shares, and leverages people data

people data across the bank to better support our culture and colleagues. To see some of this data, please see the 'Our data' section of this report.

Being transparent about our pay gaps

2022 marked the sixth year that we reported our gender pay gaps in the UK, and for the first time, in line with local legislation, we also reported our gender pay gaps in Ireland. Gender pay gaps measure differences between the average pay of female employees and the average pay of male employees, without taking into account the mix of roles, responsibilities and seniorities across each group, and reflect differences in gender representation across seniority levels. Since we started reporting UK gender pay gaps, our mean pay gaps have improved for both hourly and bonus pay, which is encouraging. Unequal representation of male and female employees across seniority levels and types of roles remains the driver of the gender pay gaps at Barclays, which underlines the importance of the actions we are taking to improve the representation of women in senior leadership roles.

We have also voluntarily published our UK ethnicity pay gaps for the past five years, as we believe this supports our commitment

to transparency and addressing the underrepresentation of certain ethnicities. In a similar way to gender pay gaps, ethnicity pay gaps measure differences in average pay of employees who identify as Asian, Black or multiracial*, with the average pay of those who identify as white, without taking into account the mix of roles, responsibilities and seniorities across each group and reflect differences in representation of ethnicities across seniority levels.

While reporting on pay gaps provides transparent, data-driven insights, we recognise that more still needs to be done to improve the representation of women and underrepresented ethnicities in senior leadership roles, and address the pay gaps that result.



Details of the UK and Ireland pay gaps can be found in the [Barclays UK Pay Gaps 2022](#) and [Barclays Ireland Gender Pay Gaps 2022 disclosures](#), respectively.

* An insufficient number of our UK employees have self-identified in the 'Other' category for us to report pay gaps for this group. In the UK Census 'multiracial' is referred to as 'mixed race'.

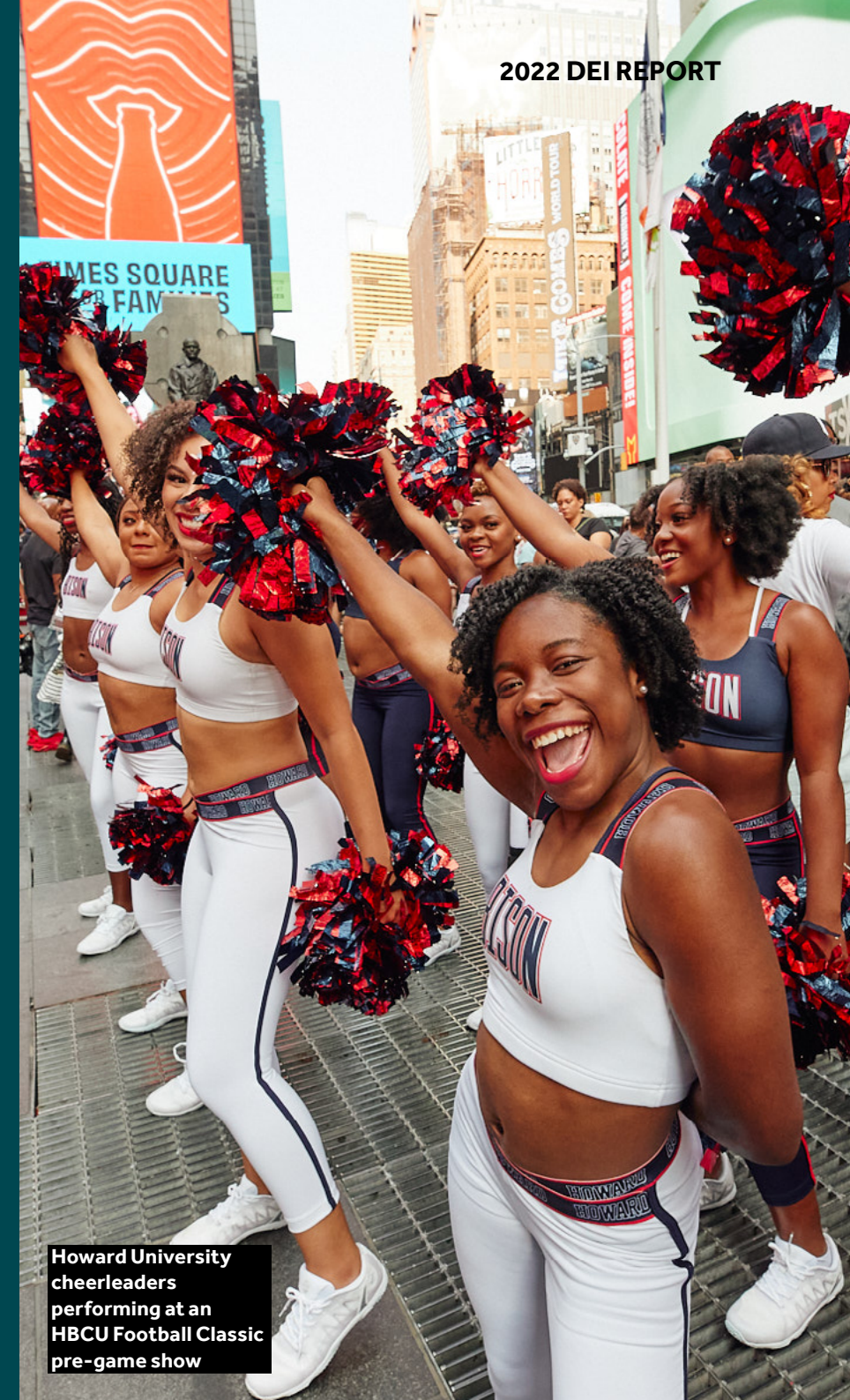
Optimising external relationships

We develop relationships with external partners to challenge our thinking, leverage best practices and access diverse pools of talent. We partner with organisations across all six agendas (Disability, Gender, LGBT+, Multicultural, Multigenerational and Socio-economic) in each of the regions where we operate.

We work with a variety of partners that enable progress against our DEI strategy. Working with thought leaders ranging from Stonewall to Disability:IN, our partners also provide valuable regional and global insights. In 2022, we onboarded several new partnerships and sponsorships to further our impact in our communities.

In September, we sponsored the HBCU New York Football Classic between two storied Historically Black Colleges and Universities (HBCUs), Morehouse College and Howard

University. Combined with our partnership with US-based organisations such as National Urban League, the Thurgood Marshall College Fund and Hispanic Association on Corporate Responsibility (HACR), as well as UK-based organisations such as Code First Girls, Reach Next Gen, Black Young Professionals (BYP) Network and Black Professionals Scotland, we are strengthening our relationships with key communities and broadening pathways for talented professionals to join Barclays. We are also proud to be one of the first signatories of the UK Race at Work Charter.



Howard University
cheerleaders
performing at an
HBCU Football Classic
pre-game show

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Working with clients, customers and suppliers

Just as we are prioritising diversity, equity and inclusion across our business, so are our clients, customers and suppliers. We are leveraging this shared focus and finding new ways to collaborate with clients and suppliers to further amplify our DEI goals and commitments.

A focus of the Client pillar of our global Race at Work programme has been partnering with clients to support the sustainable growth and empowerment of Black and ethnically diverse businesses. This involves expanding our network of diverse suppliers and supporting and investing in minority-owned businesses.

Global supplier diversity

Our Global Supplier Diversity team does more than find the most innovative and cost-competitive suppliers to meet our needs. They use procurement as an opportunity to support diverse entrepreneurs and businesses and drive better economic outcomes for historically underrepresented communities.



Joshua Hallam and Tukiya Mutupa of lingerie brand Pomi and Seeds – participants of Barclays' Black Founder Accelerator – with C.S. Venkatakrishnan

In 2021, we announced our ambition to double our spend with Black-owned businesses and women-owned businesses by 2025. To progress against this ambition, the Supplier Diversity team has been expanding its network of diverse suppliers through supplier showcases, internal roadshows and partnerships with Barclays' accelerators for diverse entrepreneurs and businesses. As of the end of 2022, 8.5% of our global spend was with either size-diverse businesses (micro, small or medium-sized) or ownership-diverse suppliers.*

Expanding our network of suppliers

Following the success of the two-part Global Supplier Diversity and Inclusion Showcase

Series in 2021, we encouraged the top minority-owned and women-owned suppliers that we connected with at those events to register on our Barclays Supplier Marketplace, where they are positioned to compete for upcoming requests for proposals in growth areas.

In 2022, the Supplier Diversity team also began to connect with the diverse entrepreneurs and businesses participating in the Black Founder Accelerator and Innovation Hub, two Barclays programmes dedicated to nurturing early-stage businesses. Programme participants had a chance to speak with business leaders

and procurement professionals across the business and were invited to register on the Barclays Supplier Marketplace as potential diverse suppliers. In 2023, we hosted Black founders in a showcase event during US Black History Month in February and held a separate women founders showcase in March.

*Ownership-diverse suppliers are generally defined as being at least 51% owned, controlled and operated by people from ethnic minority groups, women, LGBT+ people, military veterans, persons with disabilities, or social enterprises.

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Black Founder Accelerator

Founded in 2020 as part of Barclays' Eagle Labs network, the Black Founder Accelerator (BFA) programme celebrated working with its third cohort in 2022. Aimed at boosting diversity in entrepreneurship, this free, 12-week virtual programme provides Black founder-led technology businesses in the UK with masterclasses, mentorship and networking designed to grow their business.

Delivered in partnership with Foundervine, a social enterprise specialising in digital startups, 50 businesses – 10 more than in previous cohorts – were selected to be part of the BFA 3.0 cohort out of a record-high 400+ applicants. Participants were able to attend in-person events at Eagle Labs' coworking sites across the UK and present their businesses at the first-ever in-person Demo Day held on 27 October to an audience of 330 potential clients and investors.



Participant stories and insights can be found in the 'Unlocking Growth: A view from the Black Tech Founders' community' report, which was published for the first time in 2022.

Having impacted more than 115 Black founder-led businesses in the past three years, Eagle Labs is developing an additional, follow-on programme for 2023 to help more mature Black-owned businesses at the scale-up stage accelerate their growth.

In numbers

50

businesses participated in Black Founder Accelerator 3.0 – ten more than in previous cohorts

330

Potential clients and investors participants had the opportunity to pitch their businesses to at the first in-person Demo Day

115

Black founder-led businesses impacted over the past three years

Peoples
Choice
Award by
Foundervine

2022 DEI REPORT



A presentation at the Black Founder Accelerator Demo Day in October 2022

Natalie Ojevah MBE, Eagle Labs Diversity, Equity and Inclusion Innovation Lead, and Black Founder Accelerator Lead

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Making an impact in our communities

Our Purpose at Barclays is to 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. To support this Purpose, we work with experienced partners and employability experts to design Citizenship programmes that make a positive and enduring difference in the communities around the world in which we live and work.

Championing young women in football

As a sponsor of the English Premier League, Barclays has a long history of supporting sport in the UK. In March 2019, we partnered with The Football Association (FA), English football's governing body, to create the FA Girls' Football School Partnerships (FAGFSP), supporting the development of women's and girls' football across England. Though football is widely considered England's national game, girls in primary and secondary schools have historically not had access to the sport in their PE lessons, prompting the FA and Barclays to set an ambition to create equal access to football in schools by 2024. Starting as a committed network of 50 strategic leads working with 3,000 primary and secondary schools, the FAGFSP has since grown to a network of 275 strategic leads working across 15,500 schools in 2022, helping PE teachers deliver football programmes in schools.

To further our commitment to encouraging the next generation of female footballers, in 2022 we launched the Barclays Community Football Fund. By providing small grants to

In numbers

£30 million

commitment to invest in women's and girls' football between 2021 and 2025

1,800

grants issued to local football clubs and groups through the Barclays Community Football Fund

15,500

schools in the FAGFSP partnership helping PE teachers deliver football programmes in 2022

local football clubs and community groups, the fund helps to break down barriers that keep women, people from lower socio-economic backgrounds and other underrepresented

Barclays Football Ambassadors Ian Wright MBE and Kelly Smith MBE, at the FA and Barclays' Let Girls Play Biggest Ever Football Session in March 2023

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Ian Wright MBE and Kelly Smith MBE with participants at the FA and Barclays' Let Girls Play Biggest Ever Football Session

groups from participating in the sport. We have already issued 1,800 grants to groups across the country, 85% of which have contributed to efforts to create teams for, or extend existing offerings to, girls and young women. Groups that receive funds are also provided with access to a learning platform with DEI training to help organisers broaden their social impact. This is part of our commitment announced in 2021 to invest more than 30 million GBP in women's and girls' football between 2022 and 2025 – doubling our previous investment and setting a new record for investment in UK women's sport.

Supporting ethnically diverse leaders with Echoing Green

Barclays has committed to extend its Diversity, Equity and Inclusion agenda beyond its workforce and into the communities it serves. One way in which we do this is by working to ensure that ethnically diverse leaders have the backing they need to help build prosperity and social equity in their communities.

In the US, the bank is partnering with the non-profit Echoing Green – an organisation

that invests in and provides support to next-generation social entrepreneurs tackling systemic racial inequalities. Since 2010, Barclays has backed Echoing Green Fellows, most recently by supporting the organisation's Racial Equity Philanthropic Fund, which helps social enterprises working to advance racial equity in communities across the US and globally.

Helping underrepresented graduates into work with SEO London

In 2022, Barclays launched a three-year partnership focused on tackling socio-economic inequality, with the charity SEO London (Sponsors for Educational Opportunity). This is supporting more than 400 graduates from Black and ethnically diverse communities across the UK to secure meaningful jobs.

Through a six-month programme, Barclays works with SEO London to provide participants with personalised support to boost their confidence, help them think creatively about their career and improve their employability skills. The first two cohorts of 121 graduates joined the programme in 2022, of which 54% have gone on to secure employment.



SPOTLIGHT

Entrepreneur **Jasmine Crowe-Houston** founded Goodr in 2017 with a goal to tackle the issue of food insecurity – a problem that disproportionately impacts Black children and families. By connecting businesses with non-profits, Goodr helps to redirect food that would otherwise be thrown away to food-insecure communities, combatting both food waste and poverty. Goodr takes food that would otherwise be wasted from Barclays offices in New York and New Jersey and provides meals to local communities. Goodr was a participant in the Unreasonable Impact programme in 2020, a partnership between Barclays and Unreasonable Group that supports entrepreneurs who are creating innovative solutions to pressing social and environmental challenges.

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Looking ahead

We have made significant progress in 2022 in removing barriers facing diverse talent and developing a more inclusive and welcoming culture for all employees to thrive and succeed. But there is always more work to do and more to consider as the industry landscape evolves.

In 2023, we anticipate greater collaboration with regulators in the UK, with the Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA) announcing their intention to develop a regulatory approach to promoting diversity and inclusion in the UK financial services sector.

We also anticipate rising expectations from our clients, customers, shareholders and other stakeholders. It is clear that DEI is not just the right thing to do, but also a key business priority for our stakeholders. With this in mind, we strive to continue building on the foundation we established in 2022 to accelerate progress in 2023 by:

- **strengthening our commitment** to removing any barriers facing diverse talent and developing a more inclusive and equitable culture for all employees
- **strengthening and deepening business ownership** of DEI priorities and outcomes
- **amplifying the impact of our 12 ERGs** to drive DEI efforts across all six intersectional agendas and all regions

- **training our senior leaders and people leaders** in critical DEI topics such as conscious inclusion, microaggressions and how to be an inclusive leader
- **leveraging existing commitment to DEI** among our senior leaders and people leaders to drive progress on our Race at Work and Gender Ambitions
- **identifying innovative ways to engage** with clients, customers and the larger investment community on DEI.

Through this report, we are sharing the progress we have made, the data that guides our decisions to attract, recruit, retain and develop the most talented regardless of background, and the commitments we have going forward. As we progress through 2023, we aim to continue to be transparent about our goals, make meaningful progress towards them and hold ourselves accountable as an inclusive employer, business and member of the community.



Going forward in 2023, Barclays aims to continue to be transparent about its DEI goals and make meaningful progress towards them

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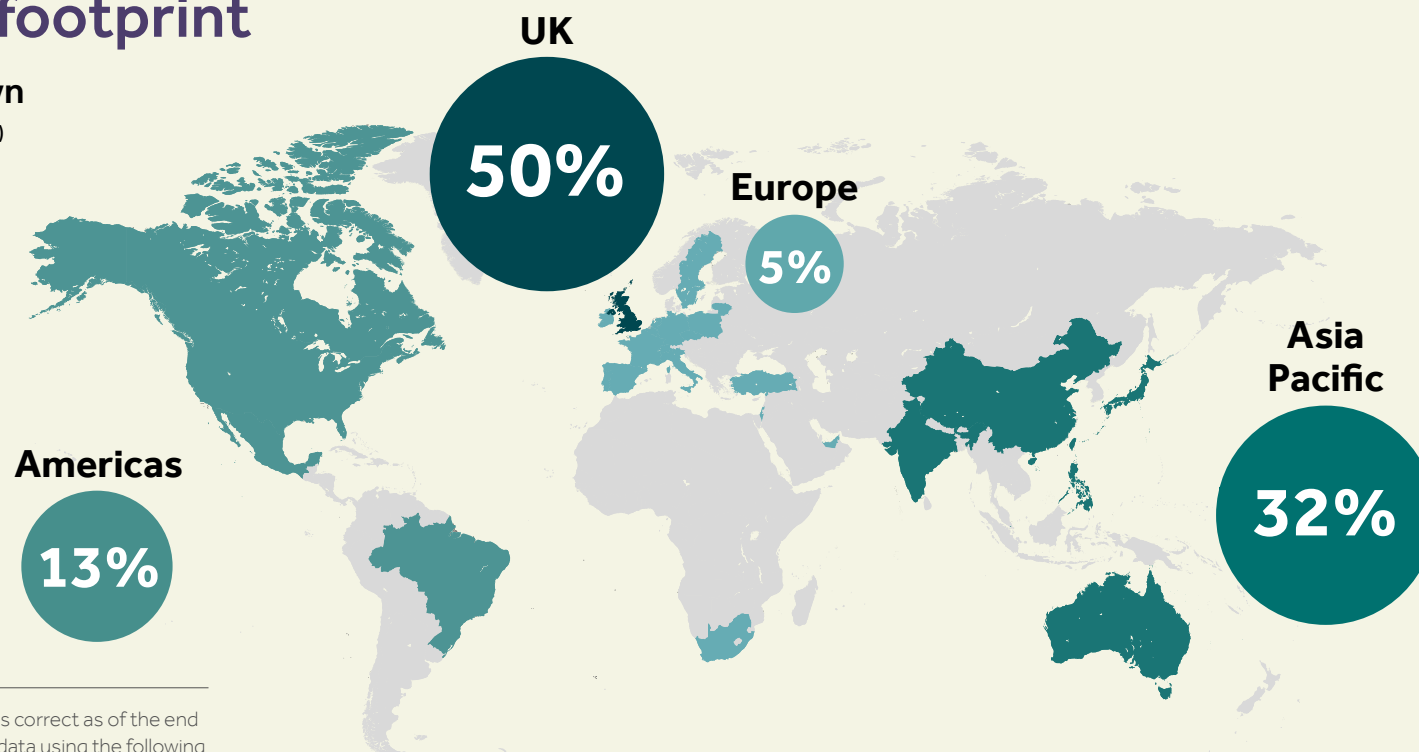
Our data

Looking at the representation and movement of our global workforce of over 87,400 colleagues provides a starting point to understand what we're doing well and how we can continue to grow and evolve. Our leaders use these insights to help tailor our DEI strategy and meet all of our colleagues' unique and evolving needs. Recognising the importance of transparency and, through that, accountability, we are keen to share some of these insights in this DEI report.

Our global footprint

Regional breakdown

(FTE, rounded to the nearest 100)



Throughout this section, the data is correct as of the end of 2022 and we have grouped this data using the following definitions:

Senior: Managing Directors and Directors

Middle: Vice Presidents and Assistant Vice Presidents

Junior: Analysts

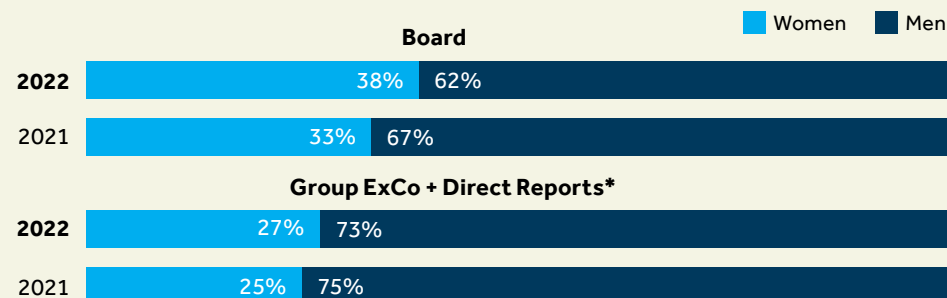
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Diversity in our Board and leadership

At the end of 2022, the share of those who identified as women in our Group Executive Committee and its direct reports was at 27%, increasing from 25% from 2021.

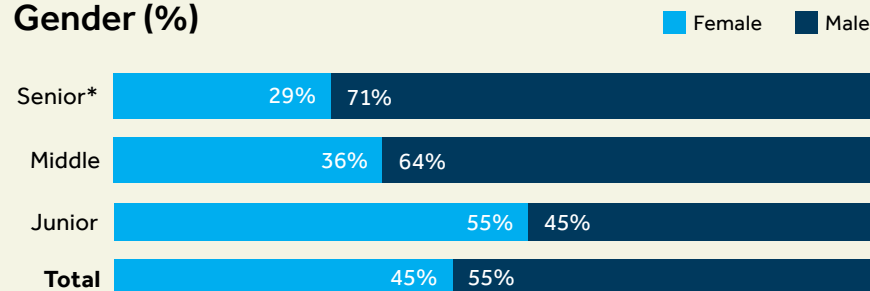
We have also made progress in increasing the representation of women in our Board, with 38% of the Board being composed of women in 2022 compared with 33% in 2021. Moreover, in 2022 the Board updated its Board Diversity Policy, which reflects the latest industry reporting requirements on Board diversity, which are aligned to Barclays' broader Gender Ambitions and DEI strategy.

Women in Board and Group ExCo + Direct Reports (%)



Gender

Gender (%)



Our approach to sex and gender

We recognise that our colleagues have a range of gender identities and that not everyone's gender identity aligns to their sex assigned at birth. Our systems and the reports they have informed in the past use definitions set out by legal reporting requirements. We are updating our systems to better reflect and honour the spectrum of gender identities. For the purposes of this report, we use the identifiers 'male' and 'female' for the category of gender as captured in our systems. While colleagues are able to select 'non-binary' as a gender identity, there is an insufficient sample size to report on non-binary colleagues in this report.

The overall percentage of women in the organisation has remained largely consistent over the past three years, with 45% of all colleagues in 2022 identifying as women. The largest proportion of women was at the junior level (55%) and decreased with seniority. The percentage of women at middle and senior levels increased year-on-year, with 29% of our Directors and Managing Directors* identifying as women, indicating progress in our Gender Ambition.

*2022 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Current and previous limited assurance scope and opinions can be found within the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/. Totals may not add up to 100 due to rounding and the small number of colleagues whose gender was unknown or unavailable.

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Race and ethnicity

Our approach to race and ethnicity

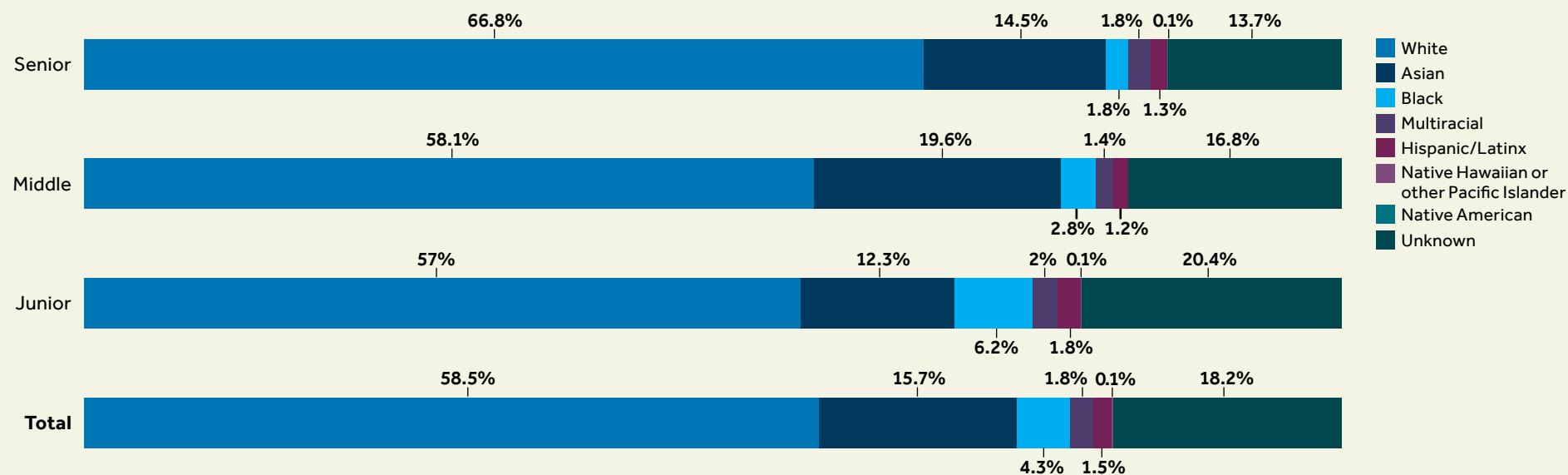
We are continuing to broaden our understanding of race, ethnicity and the complex intersection between them, and are working to ensure that all colleagues can self-identify in the ways they want to without being limited by the categories defined by legal reporting requirements.

Given the scope of the Race at Work Ambitions extends to the UK and US, we are publishing race/ethnicity data for these two regions only. While colleagues are able

to identify as Native American/Indigenous, Native Hawaiian and/or Pacific Islander, North African/Middle Eastern, and other categories, there is an insufficient sample size to report on them individually in this report.

We also provide Asian colleagues globally with the expanded option to self-identify with specific geographies and groups, but have aggregated them for the purposes of this report.

Race and ethnicity – UK and US (%)



Metrics for race/ethnicity are rounded to the nearest tenth. Some totals may not add up to 100%. UK is a region encompassing the UK, Guernsey, Jersey and the Isle of Man. US is a country.

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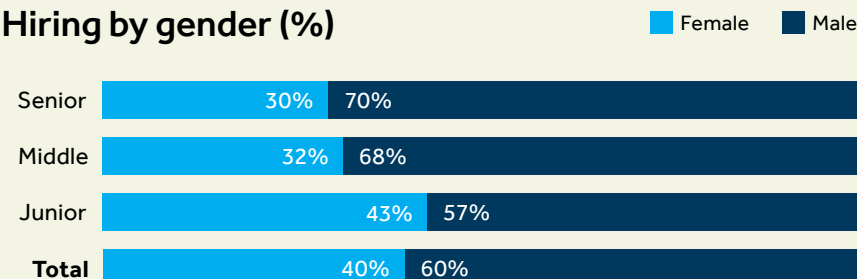
Hiring

Analysis of hiring data allows us to understand the direction of our workforce representation, identify gaps in our hiring practices and determine opportunities to further develop our pipeline. We aim to make progress on representation in our hiring through identifying and removing barriers in the hiring journey and identifying opportunities to increase our pool of diverse applicants.

In 2022, 40% of all hires were women. While this represents a 1% increase from 2021, hiring was lower than the current representation at the junior and middle levels, but higher at the senior levels. This indicates there is an opportunity for us to identify what additional actions we can take to attract female talent to our applicant pool.

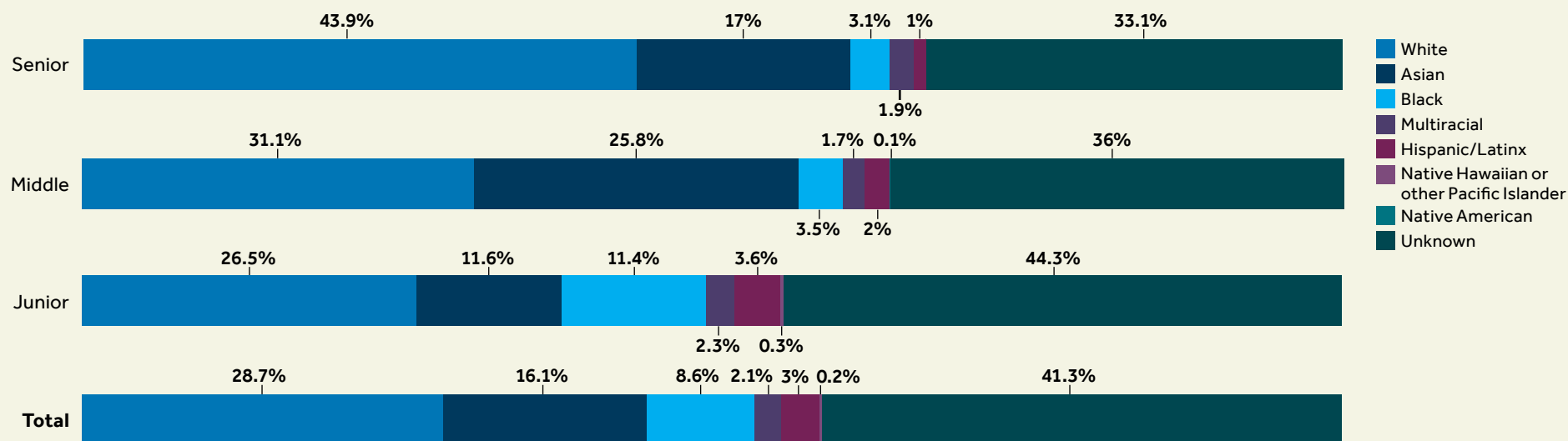
The representation of Black, Hispanic/Latinx, and multiracial hires in the UK and Americas exceeded current representation in 2022. In 2022 8.6% of new hires in the UK and Americas

Hiring by gender (%)



identified as Black, double the current representation of 4.3%. Data shows that 3% of hires identified as Hispanic/Latinx compared with current representation of 1.5% and 2.1% of hires identified as multiracial compared with current representation of 1.8%. We view this as sign of progress that our initiatives to increase the representation of our talent pipeline have been successful, and we look forward to continued progress in 2023 and beyond.

Hiring by race and ethnicity – UK and US (%)



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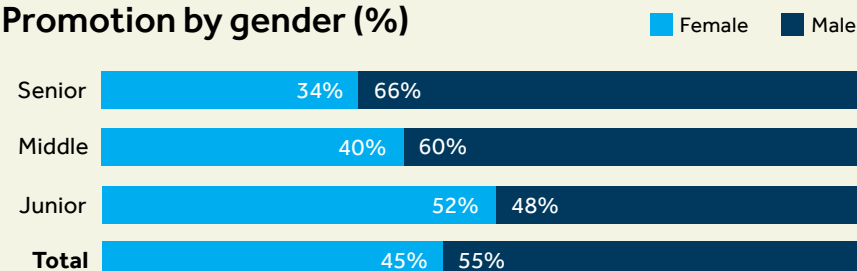
Promotion

Data about promotions provides valuable insight into the colleague experience and the impact of our programmes to help grow and develop our colleagues.

In 2022, the share of women promoted across all grades slightly exceeded current representation across the organisation. This promotion rate was driven by a year-on-year growth in the promotion of women at middle levels (40%). Promotion of females at Managing Director and Director level (34%) exceeded their current representation, helping us progress against our Gender Ambition. Continuing to build out the pipeline of female talent in junior and middle roles is key to building sustainably the representation of women across the organisation and a key focus area going into 2023.

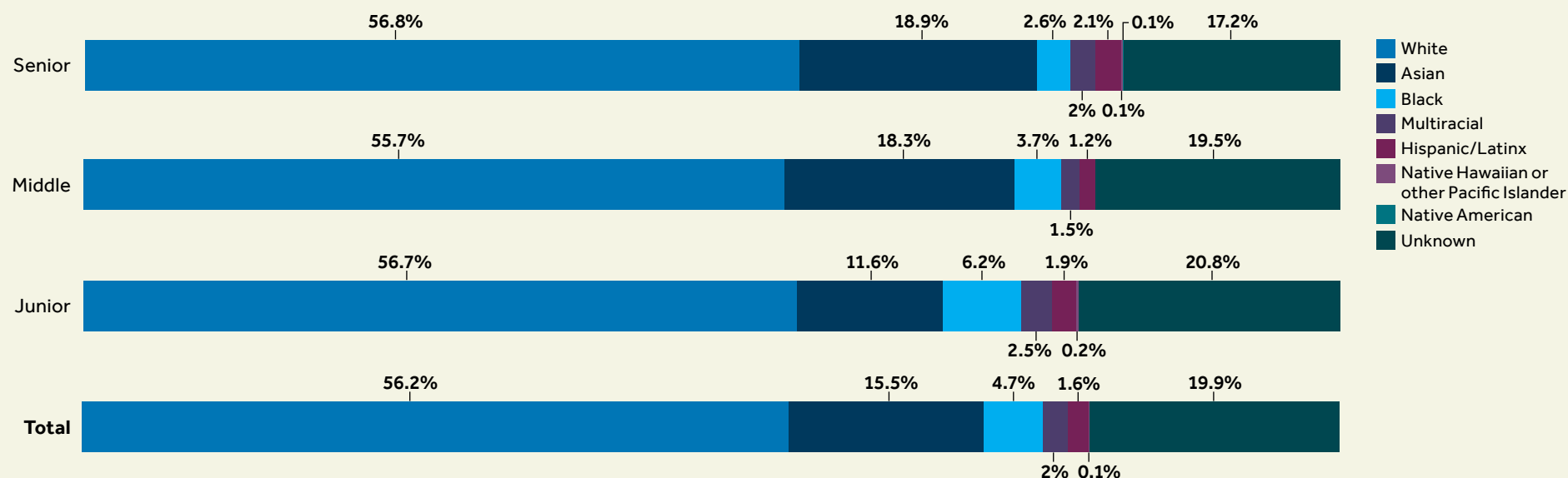
Since 2020, the proportion of Black colleagues promoted across all levels has increased and now stands at 4.7%, exceeding their overall representation in the organisation of 4.3%.

Promotion by gender (%)



The promotion levels of multiracial and Hispanic/Latinx colleagues in 2022, which stood at 2% and 1.6% respectively, also exceeded their representation within the organisation of 1.8% and 1.5% respectively. The share of Asian colleagues promoted across all grades (15.5%) fell slightly below their overall headcount of 15.7%.

Promotion by race and ethnicity – UK and US (%)

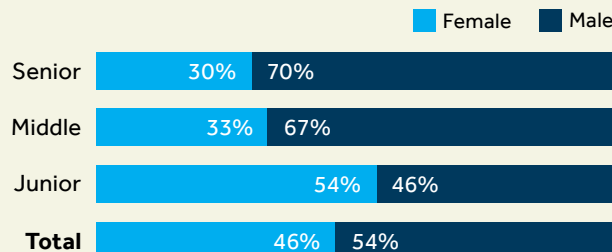


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Leavers

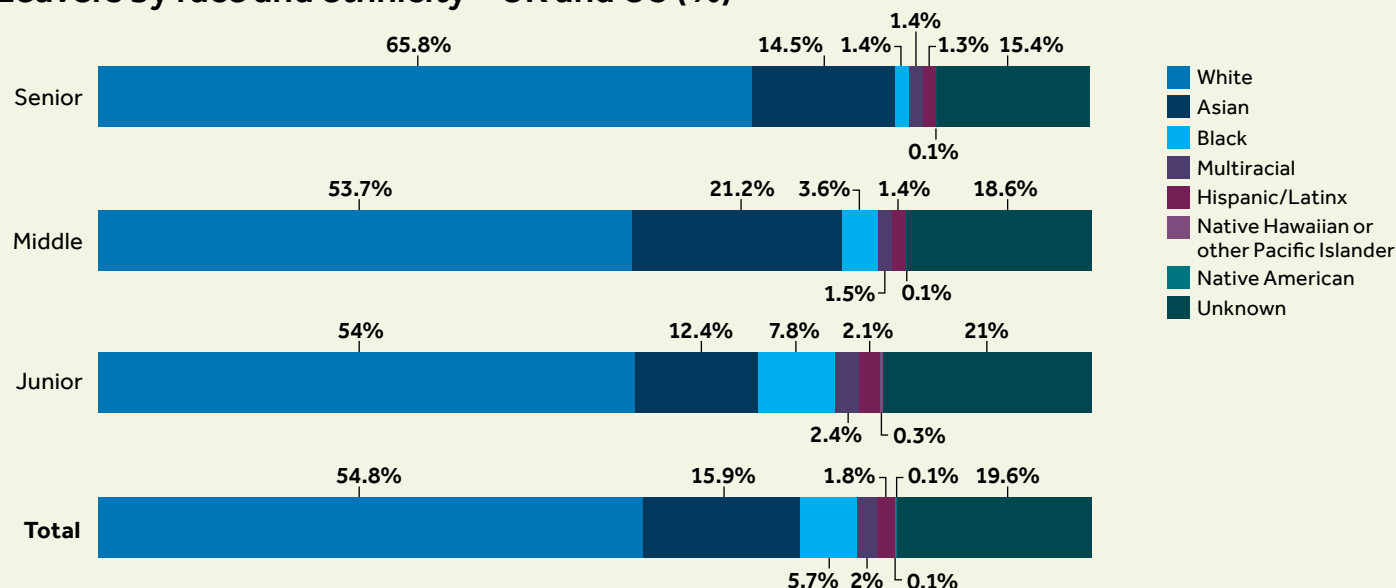
People staying or leaving an organisation is a normal part of workforce change as people evolve and seek opportunities that align with their personal and professional goals. However, disproportionately high leavers can be a sign of shifts in the colleague experience. By regularly monitoring leaver data, we are working towards a better understanding of what drives people to stay at or leave Barclays.

Leavers by gender (%)



Overall, the rate at which women leave the bank has remained relatively consistent over the past three years, with 46% of leavers in 2022 being women. With many other companies setting similar ambitions to increase the representation of women within their organisations, we anticipate the possibility of slightly elevated leaver rates among women – particularly among senior levels – and are developing additional initiatives to support the retention of women as well as further developing our pipeline of talent at the junior and middle levels to support sustainable growth in the longer term.

Leavers by race and ethnicity – UK and US (%)



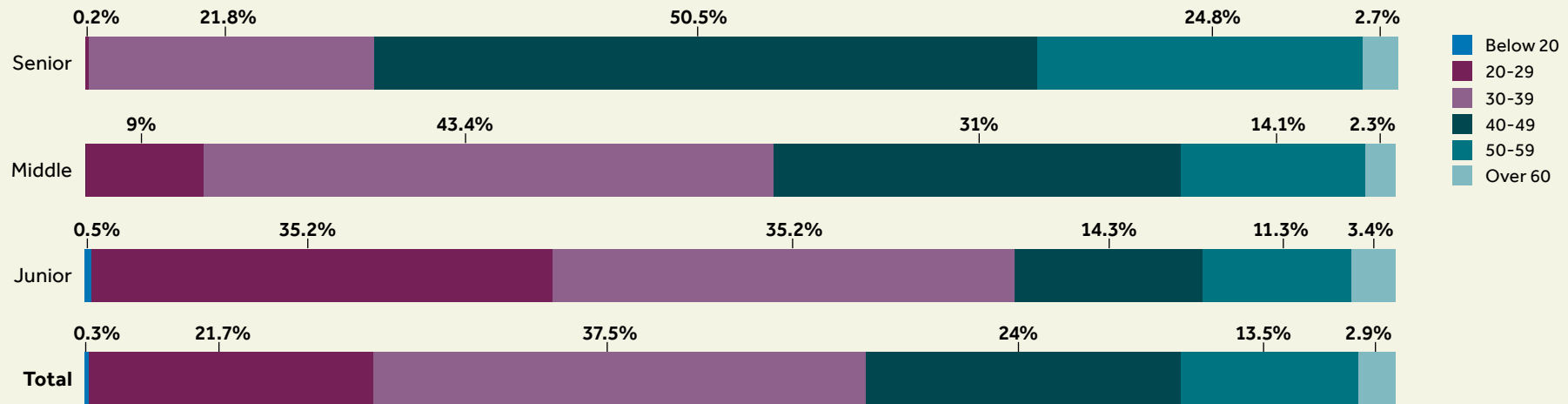
The rate at which Black and multiracial colleagues leave the bank in the US and UK declines with seniority, indicating that we have been successful at retaining senior Black and multiracial leaders. More Black, multiracial, and Hispanic/Latinx colleagues at senior levels were staying at Barclays than leaving, with 1.4% of leavers in 2022 being colleagues who identify as Black and multiracial, compared with a representation of 1.8%. However, at a total Group level, the rate at which Asian, Black, multiracial and Hispanic/Latinx colleagues were leaving the bank was higher than their current representation.

Leaver rate is calculated as all colleagues who are no longer part of an active contractual relationship with Barclays. This excludes colleagues who may have left one team in Barclays to join another part of the bank.

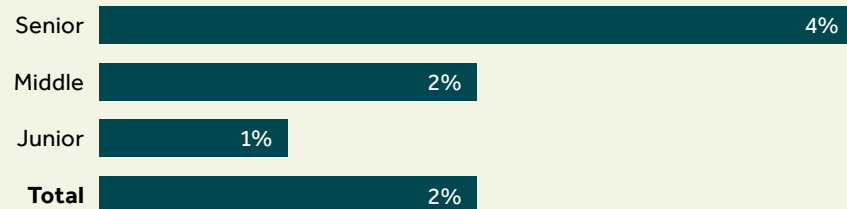
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Multigenerational

Age representation (%)



Colleagues who responded 'yes' to having military experience* (%)



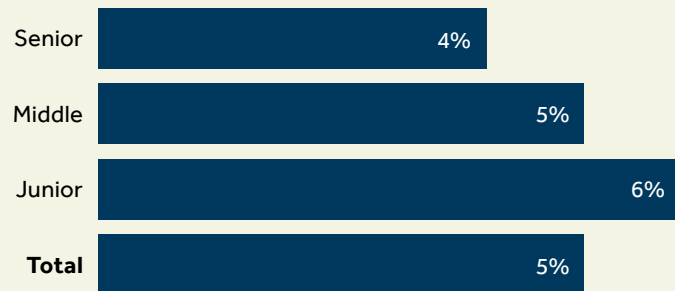
For metrics related to age, totals may not add up to 100% due to rounding and the small number of colleagues whose age was unavailable.

*Reflects responses of colleagues in the 2022 Your View survey.

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LGBT+

Self-identified gay, lesbian, and bisexual colleagues (%)

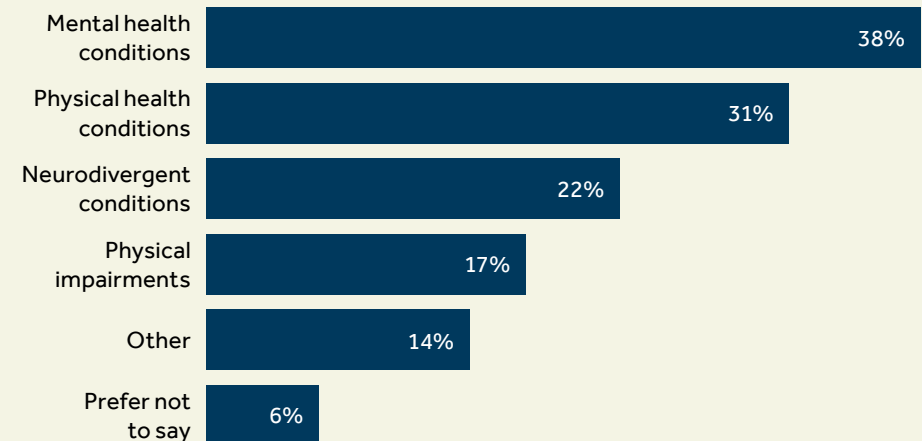


Reflects responses of colleagues in the 2022 Your View survey.

Disability

Self-identified disabilities and health conditions (%)

12% of colleagues in the 2022 Your View survey, responded 'yes' to having a disability or long-term physical, mental health or neurodiverse condition. The chart below represents the percental split of these colleagues.



Physical health conditions include cancer, multiple sclerosis, diabetes, and other conditions.

Neurodivergent conditions include ADHD/ADD, Tourette's syndrome, dyslexia, dyscalculia, autistic spectrum and dyspraxia.

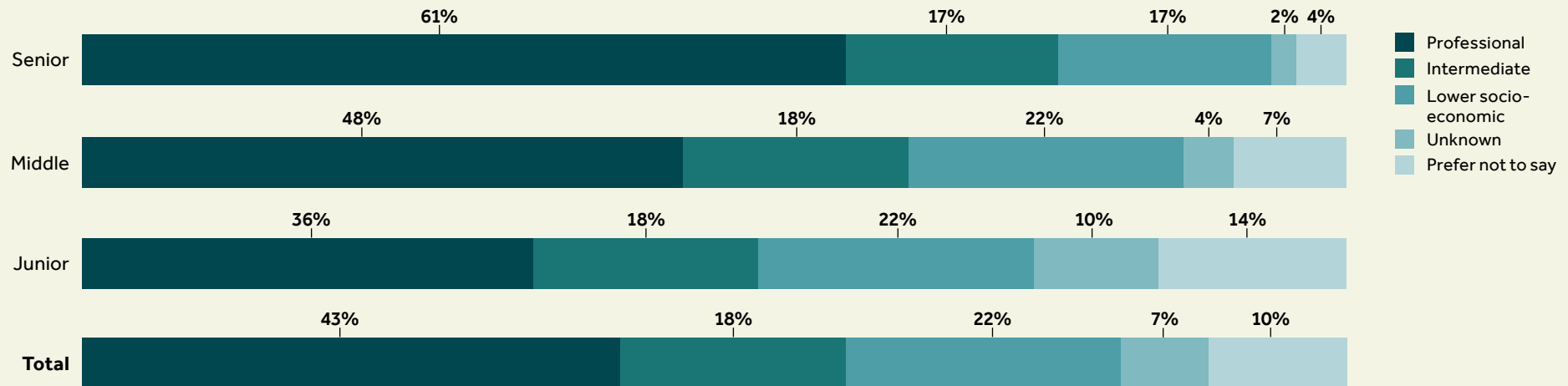
Physical impairments include vision impairments, hearing impairments and mobility impairments.

Reflects responses of colleagues in the 2022 Your View survey.

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Socio-economic

Socio-economic background (%)



First-generation university graduates (%)



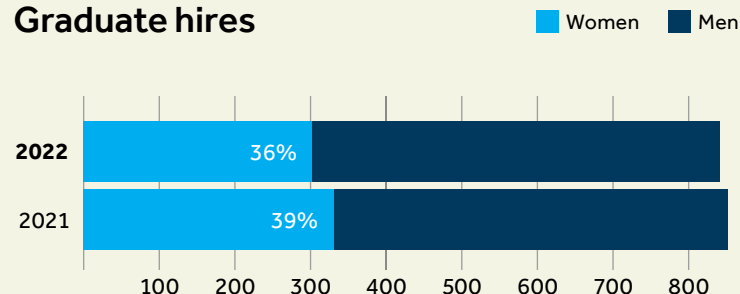
Metrics for socio-economic background are rounded to the nearest whole number. Some totals may not add up to 100%.

Reflects responses of colleagues in the 2022 Your View survey.

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Our talent pipeline

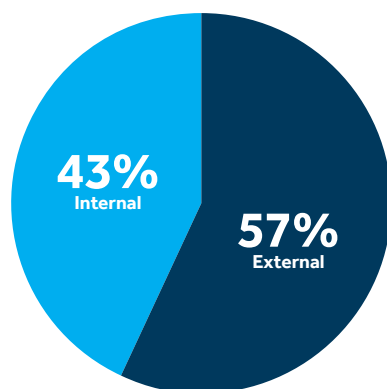
Graduate hires



Excludes graduates whose gender is unknown.

Internal and external hires (%)

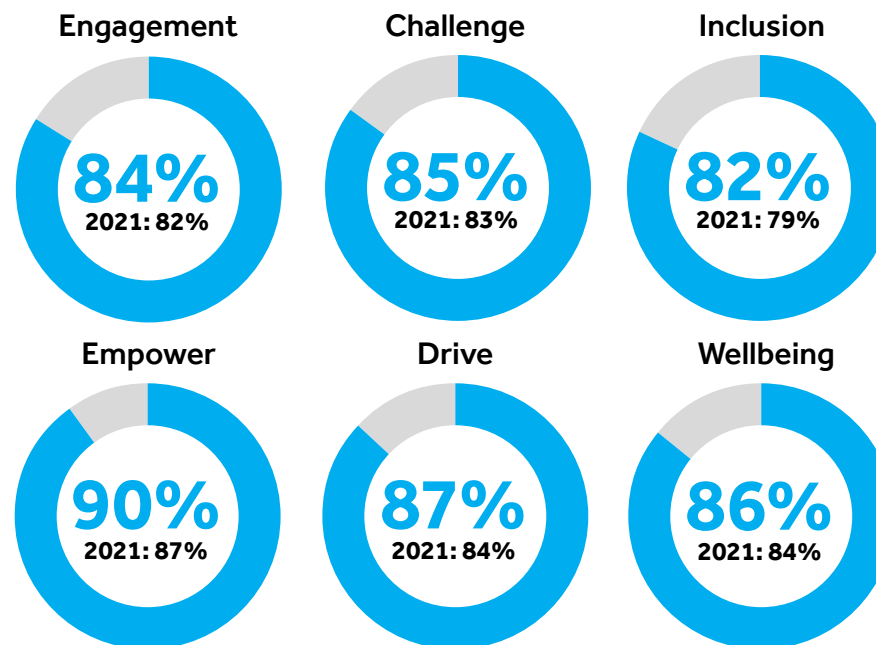
43% of hires were internal*, an encouraging number that indicates that many colleagues are taking advantage of internal mobility options and finding new career opportunities, helping to retain talent at Barclays as we focus on building our pipeline. The remaining 57% of hires made externally also indicate that we have a healthy injection of new talent, bringing with them a diverse range of experiences that help our organisation evolve and become more resilient.



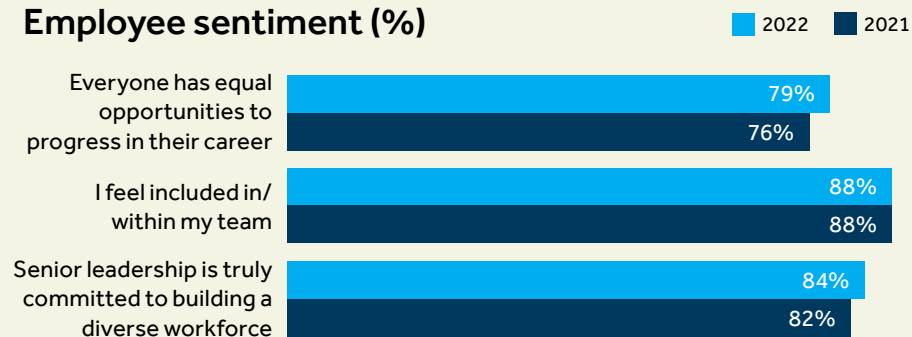
*Reflects lateral hiring only. Excludes graduates, apprentices and interns.

Measuring employee sentiment

The annual Your View survey was completed by 72% of our colleagues in 2022 and provides us with insights into colleague sentiment and experience across a number of indices.

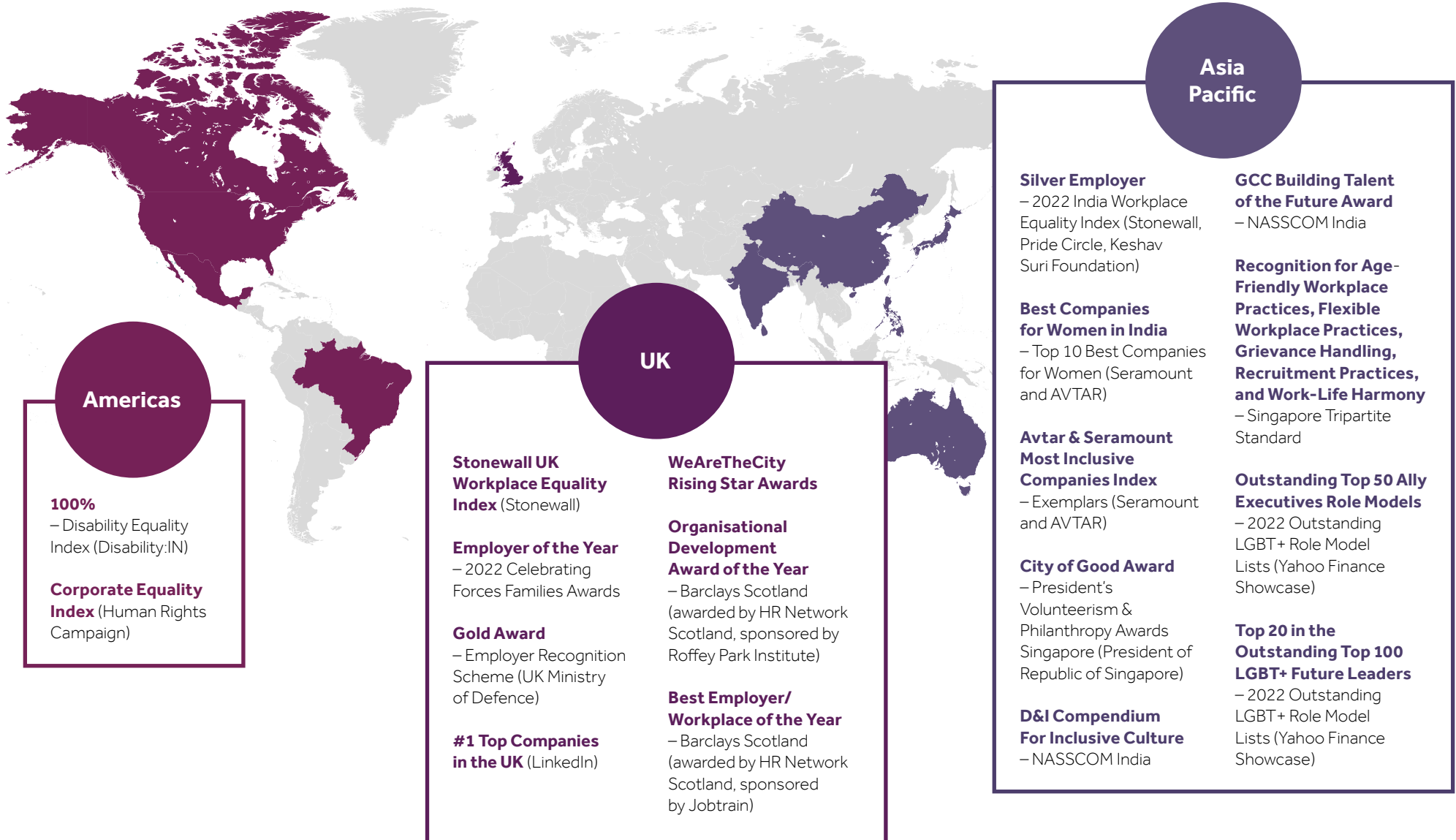


Employee sentiment (%)



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Awards and recognition





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