



Diversity, Equity and Inclusion Report 2023



In this year's report

Continuing to build a diverse, equitable and inclusive culture	02
2023 progress highlights by strategic priority	03
Our global awards and recognitions	05
Workforce Diversity	06
– Our Underrepresented Race and Ethnicity and Gender Ambitions	06
– Attracting diverse skill sets	08
– Setting up our early careers cohorts and junior talent for success	08
– Progressing our senior leaders	09
Inclusive and Equitable Culture	10
– Our ERGs	10
– Our inclusive people policies	14
– Supporting our colleagues to manage their wellbeing	14
– Making Barclays an accessible organisation	15
Leadership Accountability	16
Data Transparency and Accountability	17
Optimising External Relationships	18
Looking ahead	21
– 2024 plans and aspirations	21
Our Data	22



10 Inclusive and Equitable Culture



06 Workforce Diversity



17 Data Transparency and Accountability

Introduction

Continuing to build a diverse, equitable and inclusive culture

Barclays has set out a plan to become simpler, better and more balanced, and at the heart of achieving this is our workforce of over 90,000 people. We must continue to build a diverse, equitable and inclusive culture where every one of them can reach their potential. This is closely connected to our Purpose: working together for a better financial future. It expresses our desire to pull together to support inclusive growth in the economies and communities we serve.

We are pleased to see the progress made across our Diversity, Equity and Inclusion agendas in 2023 set out in this report. In particular, we have achieved our ambitions to increase the number of employees from underrepresented ethnicities by 25% in the UK, and 20% in the US by the end of 2025 - two years ahead of time. These ambitions have now been expanded to further increase the number of employees from underrepresented ethnicities in the UK and US by 12.5% and 5% respectively by 2025.

We remain committed to attracting and retaining top talent at Barclays. Our 12 Employee Resource Groups (ERGs) provide space for our colleagues to enable inclusion and celebrate diversity.

We have continued to uplift communities by promoting equity through sport. One example is the Barclays Community Football Fund, which helped more than 2,900 community sports groups make football more accessible to underrepresented groups, reaching more than 400,000 young people.

Our progress is tempered with the knowledge that we still have more to do. We remain focused on making our culture more diverse, more equitable and more inclusive – this is how we will make this bank the best it can be.

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

Tristram Roberts (he/him)
Group HR Director



“We are pleased to see the progress made across our Diversity, Equity and Inclusion agendas in 2023 set out in this report. In particular, we have achieved our ambitions to increase the number of employees from underrepresented ethnicities by 25% in the UK and 20% in the US by the end of 2025 – two years ahead of time.”

2023 progress highlights by strategic priority

Workforce Diversity

We continued to build a diverse and inclusive workforce to broaden our talent pipeline and provide equal opportunities for development at all levels.

Our Ambitions:

- **At the end of 2023, we achieved our all-colleague Race and Ethnicity Ambitions two years early** – with 5.1% and 21% of colleagues from underrepresented races and ethnicities in the UK and US respectively.
- To hold ourselves accountable at a senior level we set a new ambition to increase the number of Managing Directors from underrepresented ethnicities by 50% from a 2022 baseline – to 84 in the UK and US combined by the end of 2025. At the end of 2023 this was 55.
- We are also progressing towards our ambition of 33% representation of women in senior leadership roles (Managing Directors and Directors) by the end of 2025. At the end of 2023 this was 30%.

In 2023, we focused on three areas: Attracting talent from diverse backgrounds to build a sustainable talent pipeline:

- Discovery Diversity programme – in the UK, Americas and APAC, including India, this two-day programme for first-year undergraduate students showcases career paths, with a focus on underrepresented groups. Following the 2023 programme, we extended over 200 offers for roles across a variety of business areas including Banking, Technology and Operations.
- During 2023, we strengthened our relationships with Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving institutions (HSIs) in the US:
 - HBCU Week Scholarship Fund – US Consumer Bank endowed a \$300,000 scholarship fund to support the HBCU Week Foundation as a non-profit organisation.
 - At the 'HBCU Night' in the Barclays Center in New York, our senior leaders supported over 2,000 students with more than 20 HBCUs to navigate the admissions process for further education.
- Over 200 new joiners were hired through our sponsorship of the Grace Hopper event in the US, which celebrated women and non-binary technologists.

Developing our middle-level talent to improve diversity at a senior level:

- Our Launchpad programme was delivered for four global cohorts of almost 1,000 colleagues in 2023. Launchpad aims to empower diverse colleagues and drive equity through equipping them with the skills they need to navigate and fulfil their development and career goals.
- Our four-month Aspire programme is designed to provide opportunities for high-potential colleagues to reflect upon their leadership skills and share insights back with their teams. In 2023, 223 women engaged in workshops and executive coaching.
- Barclays' Military Talent Scheme (MTS) in the UK and Hiring Our Heroes in the US support service leavers who are in their resettlement period through a 10-12 week work placement with the bank, helping them transition into civilian careers. In 2023, the UK and US programmes achieved a 62% and 75% conversion rate to full-time employment, respectively.

Providing further opportunities for our senior leaders:

- Our Enterprise Leaders Summits were launched in 2016, bringing together a group of Managing Directors on a rotational basis to interact with our Group Executive Committee through a series of sessions focusing on the development of enterprise mindsets. In 2023, 172 Managing Directors attended events – of which 38% were female.
- We continue to open 'ex-officio' positions on our Group Executive Committee and at a business unit and functions level – this is an opportunity for Barclays senior leaders to join Group Executive Committee meetings and discussions for four-month rotations.
- We continue to drive sponsorship programmes to develop existing talent and work with senior recruitment partners to attract diverse external talent.
- Following the success of the programme launch in 2022, within the Investment Bank we have continued and further refined a sponsorship programme targeted at high-performing talent – partnering each participant with a member of the Investment Bank Management team or senior Managing Director.

2023 progress highlights by strategic priority (continued)

Inclusive and Equitable Culture

We further strengthened our inclusive and equitable culture to identify opportunities for colleagues to find a sense of belonging through shared lived experiences, challenges and allyship.

- Our 'This is me' colleague storytelling initiative reached its 10-year anniversary in 2023, with over 250 colleagues sharing their stories, referencing all six of our core agendas since launch.
- At the end of 2023, approximately 31,000 colleagues were members of an ERG.
- Our ERGs support our efforts to attract, develop and retain diverse talent:
 - The Barclays Military Resource Group (BMRG) hosted Military Insights Days in several UK locations and three-day Military Placements to provide an introduction to working life at Barclays for veterans, spouses and service leaders in Scotland.
 - Inspire, our social mobility ERG, hosted Barclays Bigs and Local Littles mentoring programme in Scotland - Barclays' colleagues shared insights about careers and opportunities in the financial services industry.
 - The Black Professionals Resource Group (BPRG) led the UK and US Ascent programme to facilitate the development of Analysts.

- BPRG and the Asian Professionals Resource Group (APRG) matched 1,000 colleagues with mentors through the Race at Work Reverse Mentoring programme.
- Reach, our Disability, Mental Health and Neurodiversity ERG, ran a mentoring scheme for colleagues with disabilities and mental health conditions coached by senior mentors.
- Spectrum, our LGBT+ ERG, hosted 'The Rainbow Room' each month in India – providing a safe space for colleagues to share their feelings, thoughts and experiences.
- Win, our Gender Resource Group, and the Working Families Resource Group in the US led a fertility and women's health event in New York to build greater awareness and knowledge of women's health and fertility options.

Leadership Accountability

Our leaders continued to be accountable for embedding the DEI strategy. Leaders at all levels are expected to create meaningful change across the organisation to support our six core agendas.

- Members of our Group Executive Committee continued to sponsor our six core agendas. Executive Sponsors spoke at global panel events aligned to their agendas and regularly shared communications to mark significant events and progress updates.
- Our two-day Inclusion Summit – held in 2023 for the third time – engaged 1,135 senior leaders and ERG representatives on the first day, followed by a core group of leaders exploring focused action plans on the second.

Data Transparency and Accountability

We learnt more about how we can drive change with DEI data – to enable us to make further progress, data insights supported us to understand the impact of initiatives and trends.

- Progress updates were shared with our Group Executive Committee and the Board.
- Our People Insights platform is a self-serve tool which enabled business leaders to access data and keep track of progress against our ambitions.
- We continued to share progress against our DEI strategy and our Ambitions with a high level of data transparency, enabling us to identify trends and patterns to understand where we needed to focus our efforts.

Optimising External Relationships

We strengthened existing strategic partnerships, and explored new opportunities to embed best practice into the organisation.

- In 2021, we announced our ambition to double our spend with Black-owned and women-owned businesses by 2025. We are proud to have now achieved 66% of the goal for Black-owned businesses, and achieved the goal for women-owned businesses two years early.
- Our Group Diversity, Equity and Inclusion team hosted the first annual Rising Leaders symposium with our HBCU partners – including Morehouse College, Spelman College, Hampton University, Delaware State University and Howard University.
- We joined the Progress Together UK government membership body in 2023 to become part of a collaborative effort to improve socio-economic diversity across the Financial Services industry.

Our global awards and recognitions

We participate in benchmarks and disclosures, enabling us to understand more about best practice and how we can improve. We received global recognitions and awards throughout 2023 as an organisation. Colleagues also received awards directly as a result of their work.



Workforce Diversity

Workforce Diversity

We are building a more diverse and inclusive workforce. Across all levels in the organisation, from early careers through to senior leadership, we are supporting colleagues to progress and develop. We aim to facilitate the development of our early careers colleagues, accelerate the progress of our middle-level talent into leadership roles through our high potential talent programmes and identify opportunities for our leaders to grow into our most senior roles with targeted interventions and support.

Our Underrepresented Race and Ethnicity and Gender Ambitions

We achieved our all-colleague Race and Ethnicity Ambitions two years ahead of time. To stretch ourselves further, we are now working towards the achievement of our reset Underrepresented Race and Ethnicity Ambitions.



Progress against our Race and Ethnicity ambitions

In 2021, we set three ambitions to improve representation of colleagues from underrepresented races and ethnicities at all levels. These were:

- 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 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 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.

At the end of 2023, we had achieved our all-colleague Race and Ethnicity ambitions – with 5.1% and 21% of colleagues from underrepresented races and ethnicities in the UK and US respectively.

We now hope to build on this achievement.

At the end of 2023, we reset these ambitions to our new Underrepresented Race and Ethnicity Ambitions:

- **Increase the number of colleagues from underrepresented ethnicities by 12.5% in the UK.**
- **Increase the number of colleagues from underrepresented ethnicities by 5% in the US.**

Workforce Diversity (continued)

Following the achievement of our ambition to at least double the number of Black employees at Managing Director level by the end of 2022, we set a new ambition. From a 2022 baseline, we aim to increase the number of Managing Directors in the UK and US from an underrepresented race or ethnicity by 50% to 84 by 2025. At the end of 2023, 55 Managing Directors were from underrepresented ethnicities. Further data analysis – including a review of our 2023 hiring, leaver and promotion rates through a race and ethnicity lens – is shared in the ‘Our Data’ section.

During 2023, we focused on a number of initiatives to improve representation of underrepresented races and ethnicities. We continue to drive progress through these initiatives in 2024:

- Our talent programmes bolster our efforts to provide tailored initiatives for colleagues from underrepresented races and ethnicities, aligning with our focus on enhancing equity within our firm. Retaining talent at all levels is a key driver in ensuring diversity of thought benefits the organisation.
- We are also focused on developing our executive recruitment strategy to unlock talent pools, supporting our ability to hire top talent from underrepresented races and ethnic groups.
- In the US, we continue to strengthen our relationships with HBCUs and HSIs, to build a workforce with a diverse range of skill sets, from an array of educational and multicultural backgrounds – an opportunity explored later in this report.
- We continue to develop people leaders in being champions of diverse and inclusive leadership.

A combination of our hiring, development and retention strategies can enable us to progress towards our reset all-colleague Underrepresented Race and Ethnicity Ambitions, and our senior leader ambition, building on our diverse and inclusive culture for all colleagues.

We are progressing towards our global Gender Ambition

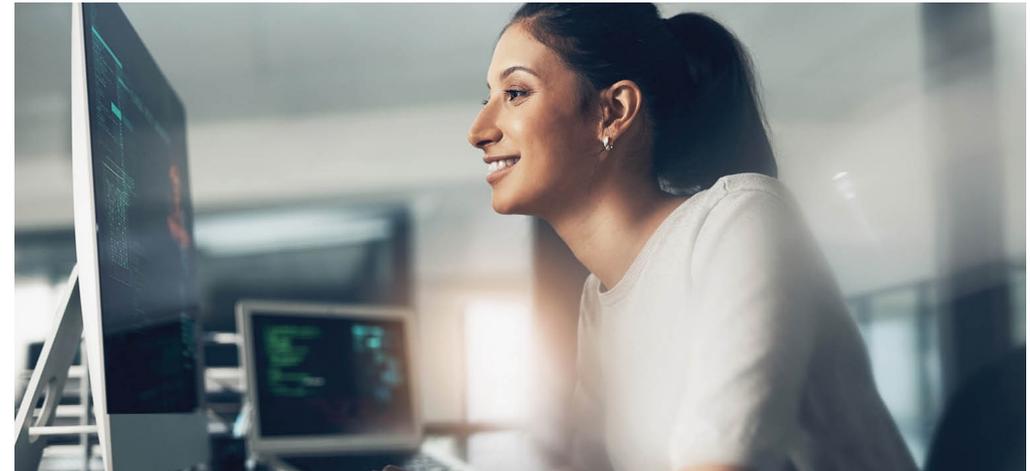
We are also progressing towards our ambition of 33% representation of women in senior leadership roles (Managing Directors and Directors) by the end of 2025. At the end of 2023 this was 30%. We are working to provide senior women with equal opportunities to further develop their skills, secure roles with broader responsibilities, and stay with us for long and fulfilling careers.

Diversity of our Group Executive Committee and the Board

In February 2024, the Board adopted a revised version of the Board Diversity and Inclusion Policy. The Policy affirms that Barclays is committed to continuing to build a diverse, equitable, and inclusive workplace, and that all Board appointments and succession plans are based on merit and objective criteria, recognising the benefits that diversity brings to the Board, including in relation to gender, ethnicity, age, sexual orientation, disability and social, educational and professional background and geographic provenance.

Gender

Representation of women in our Group Executive Committee and their direct reports was 27% at the end of 2023, remaining level with 2022. As part of our commitment towards greater gender balance at all levels, we also recognise and are working towards 40% women representation at Group Executive Committee and their direct reports.



HM Treasury Women in Finance Charter

We were an early signatory of the HM Treasury Women in Finance Charter, pledging for gender balance across the financial services industry. As a signatory, we voluntarily publicly report on progress against these targets and our global Gender Ambition annually.

Ethnicity

At the end of 2023, 23% (three members) of the Board were from minority ethnic backgrounds. Aligned to the recommendations set out in the Parker Review Committee Report, we are working towards a 15% target for representation of ethnic minorities⁽¹⁾ at Group Executive Committee level and their direct reports. We will report against this target going forward.

(1) In the Parker Review Committee report, ‘ethnic minorities’ are Asian, Black, Mixed/multiple ethnic groups and Other.

Making progress

To enable us to build a talent pool of senior leaders equipped with the skills needed to be a senior leader in our organisation, we will continue to:

- Open ‘ex-officio’ positions on our Group Executive Committee and at a business unit and function level – this is an opportunity for a Barclays appointee to join Group Executive Committee meetings and discussions for four-month rotations. In 2023, all three ex-officio positions were held by women.
- Drive sponsorship programmes to develop existing talent and working with senior recruitment partners to attract diverse external talent.

We hope to see improvements reflected in our data over time, following the delivery of effective succession planning for our most senior roles. Appointments at the highest levels are completed over an extended period and, as a result, the influence and impact of developing our senior leaders will be realised over time.

Workforce Diversity (continued)

Attracting diverse skill sets

We recruit candidates with a variety of qualifications from a broad range of educational institutions. We sponsor and engage in a wide spectrum of external events to grow our talent pool and share the opportunities we have available to potential candidates from all backgrounds.

- In the US, we recognise the important work HBCUs and HSIs do to improve the accessibility of higher-education opportunities for students from underrepresented ethnicities. We will continue to strengthen these relationships going forward.
- We continue to find new opportunities to bring together educational institutions at events, similar to the Rising Leaders Symposium referenced in the 2023 progress highlights on pages 3-4.

Setting up our early careers cohorts and junior talent for success

Our Early Careers programmes including those for graduates, university students and apprentices as school leavers, are integral to building a sustainable talent pipeline across the organisation. We design our programmes thoughtfully and aim to create impactful experiences across different business areas.

To improve quality, we first launch pilots to test refreshed products, and proactively reach out to our interns and graduates upon programme completion to help us implement their feedback.

The programmes immerse our early careers colleagues in our culture and offer opportunities to engage with our ERGs – through attending global events and learning about our DEI strategy via our dedicated learning portal. In 2023, we launched our curated, virtual, instructor-led training – including DEI content for completion by all new early-careers cohorts and their people leaders – to educate new joiners from day one.

At the end of December 2023, we reached 36% female representation across our graduate cohort. To improve this in 2024, we will be enhancing how we showcase our support for diversity and inclusion at an early careers level. We continue to build more focused approaches for first-year undergraduates and campus focused partnerships, with an aim to drive greater equity in female representation in our early careers population.

Discovery Diversity programme

Operating in the UK, Americas and APAC, including India, this two-day programme for first-year undergraduate students showcases career paths, with a focus on underrepresented groups. At the end of the programme, there is an opportunity to be assessed for a place on the next summer internship cycle.

Developing our middle-level talent

We are investing in a diverse range of programmes for our middle-level talent to enhance their capabilities and boost their confidence when taking the next step in their career – whether that is through lateral moves or promotions. Through our dedicated learning portal, aspiring people leaders can access resources designed to prepare them for their leadership journey. The pathway educates colleagues to understand how to become a Barclays people leader, covering behaviours including listening and authenticity, energising and inspiring teams, aligning the delivery of work across the organisation, and developing others.

Launchpad

Launchpad aims to empower diverse colleagues and drive equity through equipping them with the skills they need to navigate and fulfil their development and career goals at Barclays. Launchpad also works with people leaders and business sponsors to increase their understanding of the specific enablers and blockers that diverse colleagues may experience. They build an awareness of these challenges through insight and targeted support, driving equity and strengthening the inclusive environment at Barclays.

Aspire

Focused on developing VP-level talent to help them grow into broader roles in the future, our four-month Aspire programme is designed to provide high-potential colleagues with tools to reflect upon their leadership skills and bring these insights back into their teams.



Workforce Diversity (continued)

Finance LEAP programme

In Finance, 133 female colleagues at AVP and Analyst grades participated in the 'Learn, Engage, Apply, Perform' (LEAP) programme in 2023. LEAP is a Finance-led leadership development programme operating globally across 20 locations. Speaker sessions, mock interviews, mentoring and networking events provide multiple learning opportunities to enrich professional development. The LEAP alumni network facilitates long-term relationship building and continues to be a source of ongoing developmental support.

Military and Veterans Outreach

For more than 10 years, Barclays' employability programmes have been supporting members of the armed forces build successful second careers after service. In 2023, Military and Veterans Outreach (MVO) placed over 500 members of the military community into work, and helped to upskill more than 1,000 people. Barclays' Military Talent Scheme (MTS) in the UK and Hiring Our Heroes in the US support service leavers who are in their resettlement period through a 10-12 week work placement with the bank, helping them transition into civilian careers. Research published in June 2023 from MTS revealed that 4 out of 5 people (83%) surveyed found the programme enabled them to refine and develop their transferable skills for civilian life.



In 2023, Barclays boosted its support to the military community in the UK by updating pledges to the Armed Forces Covenant, a decade on from when it first made the commitments. The updated pledges include a new commitment to offer employment and business support for military spouses and partners. To further this commitment, Barclays also launched a partnership with the Forces Employment Charity, focusing specifically on military spouse and partner employment.

Progressing our senior leaders

We build robust leadership programmes to facilitate the further development of our senior leaders. These programmes drive our progress towards our FTSE 100 Women Leaders ambitions: to achieve gender diversity on our Group Executive Committee and its direct reports, and on our Board, as well as our wider focus on supporting diversity of thought at all leadership levels.

Investment Bank Sponsorship programme

Following the success of the programme launch in 2022, within the Investment Bank we have continued and further refined a sponsorship programme targeted at high-performing talent – partnering each participant with a member of the Investment Bank Management team or senior Managing Director. Participants met with their sponsors regularly to leverage their experience, grow their professional networks, gain further visibility and collaborate across the Investment Bank by working on new projects to showcase their talent.

Strategic Leaders

Our five-month Strategic Leaders programme is designed to build on the existing leadership skills of our Director population. The 2023 cohort engaged in a variety of workshops, learning applicable leadership skills such as solving complex challenges and building a culture of psychological safety for improved collaboration.

Enterprise Leaders Summits

Our Enterprise Leaders Summits were launched in 2016, bringing together a group of Managing Directors on a rotational basis to interact with our Group Executive Committee through a series of sessions focusing on the development of enterprise mindsets. The Summits enable our most senior leaders – selected as participants as part of our succession planning – to speak up and challenge our Group Executive Committee in open and collaborative conversations. In November 2023, we held an Enterprise Leaders Summit for alumni and incorporated our Group-wide cultural change programme. Consistently Excellent throughout the sessions.

Consistently Excellent – Senior Leader Workshops

Throughout 2023, we ran a series of development events with our most senior leaders focused on a number of strategic themes, including Diversity of Thought. Speakers brought external perspectives for discussion with our internal executives, introducing new ideas and concepts to consider. These sessions were followed by discussion groups to evaluate how we can apply the learning to our organisation. These workshops were then rolled out to all Managing Directors in 2023, exploring our strategic drivers, with Diversity of Thought as one of the topics for debate. We will roll out the workshops for the rest of the workforce in 2024.

Inclusive and Equitable Culture

Inclusive and Equitable Culture

We know facets of Disability, Gender, LGBT+, Multicultural, Multigenerational and Socio-economic backgrounds overlap. Our agendas engage multiple colleague communities across the bank, and our ERGs collaborate with one another to broaden awareness of intersectionality and foster inclusivity.

Our Employee Resource Groups

Our 12 ERGs align to our six core agendas. Colleagues may join ERGs if they identify with one or more of our core agendas – and we actively encourage them to gain exposure to different facets of diversity by becoming members of a range of ERGs.

Our ERGs create a global sense of community and identify opportunities for colleagues to find a sense of belonging through shared lived experiences, challenges and allyship.

Our 12 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 and Faith 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



Inclusive and Equitable Culture (continued)

In 2024, our Latin and Hispanic Professionals Resource Group will expand to include our UK and EU regions, having previously been operational in the Americas. The new ERG will be referred to as the Latin and Hispanic Professionals Resource Group and through sharing experiences in the Americas, the group will work to support the Latin and Hispanic communities based in the UK and Europe.

Our ERGs support our efforts to attract, develop and retain diverse talent. They coordinate engagement and development opportunities, such as mentoring and sponsorship for their members, and look for opportunities to build their presence and launch activities globally – ensuring we are able to deliver support worldwide.

Barclays Military Resource Group (BMRG)

BMRG plays a key role in Barclays' support for serving personnel, veterans, reservists and the wider armed forces community. This includes providing support to the Military Talent Scheme and Hiring Our Heroes programmes. In 2023, they hosted Military Insight Days in several UK locations and three-day Military Placements to provide an introduction to working life at Barclays for veterans, spouses and service leaders in Scotland. Operating globally, BMRG also organised a visit to the Army Institute of Technology (AIT) in Pune, India and delivered an engaging session to students and the AIT graduate class of 2023, based on the work we do at Barclays and opportunities available to them.



Craig Laughland (left)
Service Leaver of the Year award

Spotlight

I grew up in Glasgow, just along the road from our Campus, and served in the British Army's Infantry for 12 years – in the prestigious Black Watch unit who wear the famous, world-renowned red hackle.

Deploying on various operational tours and exercises around the world. I learned the ability to adapt and learn quickly, applying structure and plans to multiple pieces of work while balancing priorities.

I suffered heavily from imposter syndrome during and immediately after my transition into Barclays. I approach teamwork similarly to how I did in the military – all opinions are valid, we can learn so much more from varied experiences and backgrounds within a team, and diversity of thought helps challenge the "norm".

I have also managed to get involved in lots of amazing initiatives with the Inspire ERG in the Glasgow campus while being part of the BMRG community engagement workstream.

I was named New Service Leaver of The Year at the Ex-Forces in Business Awards. I was truly humbled and honoured to have been recognised.

Craig Laughland

Black Professionals Resource Group (BPRG)

With a focus on professional growth, BPRG designed the UK and US Ascent programme to facilitate the development of analysts in the UK and US. The programme builds a trusted mentorship network and focuses on leadership and communication skills to enhance self-confidence.

In 2023, the six-month programme involved group mentoring sessions and guided learning. Participants are encouraged to set clear development goals, review materials prior to sessions, attend group mentoring, develop a personal biography, share feedback and actively contribute to discussions.



Alberta Klokpah
Ascent cohort member

Spotlight

The Ascent programme was a transformative career development journey that empowered me to reach my full potential. The programme enhanced my confidence to progress my career by combining the invaluable support of a dedicated mentor with self-directed LinkedIn training modules. Our mentors provided insightful advice and created an environment where we all felt comfortable to speak up about the challenges we faced with internal progression. They also provided constructive feedback on our developmental areas. It fostered a culture of continuous learning, growth and empowerment for me and my cohorts.

Inclusive and Equitable Culture (continued)



Spotlight

I was diagnosed with dyslexia in my early school years. As a mentee in the Reach Mentoring Scheme, my mentor and I would discuss strategic planning, imposter syndrome and building confidence. To me, the scheme demonstrated that senior leaders care about their colleagues and want to understand how they can continue to make Barclays an inclusive organisation.

Kelly Deegan

Member of Reach ERG

Black Professionals Resource Group (BPRG) and Asian Professionals Resource Group (APRG)

In 2021, members of BPRG and APRG piloted a Race at Work Reverse Mentoring programme in the UK. The 12-week programme aimed to drive greater understanding of our diverse workforce and allyship linked to our Race at Work agenda. The programme paired junior colleagues with senior leaders, creating a safe space to share and learn from one another. Reciprocity is a key theme, with senior leaders encouraged to coach, mentor and sponsor diverse colleagues as they progress their careers.

Reach

Reach, our Disability, Mental Health and Neurodiversity ERG, ran a mentoring scheme for colleagues with disabilities and mental health conditions coached by senior mentors across the bank. The scheme provided six hours of one-to-one mentoring over six months. Mentees grew their confidence by understanding how to best utilise their strengths in the workplace and broaden their network. There was an emphasis on two-way learning, with mentors gaining practical insights about the impact of disabilities on working life.

Reach facilitates a range of regular support groups for colleagues, such as the Wake up to Cancer and Dementia disability pillar groups. The groups create a safe space for the sharing of common experiences. The support groups collaborate with Reach to acknowledge significant events and campaigns, such as World Diabetes Day and World Sight Day.

To raise awareness of neurodiversity in the workplace, Reach hosted 'Neurodiversity Week' in October 2023. Professionals and advocates across the field came together to learn more about fostering a culture of inclusivity for neurodivergent people. Speaker sessions and discussions covered a variety of topics, including dyslexia and special educational needs. Colleagues also shared their personal lived experiences.

During 2023, Reach Europe welcomed Adam Harris – Founder and CEO of AsIAm, Ireland's national autism charity – to our Dublin office. Adam spoke to colleagues across Europe about autism, how it can affect family members, friends, colleagues and clients, and what we can do for autistic people for mutual benefit, both at work and in our day-to-day lives. Adam was joined by our European CEO, Francesco Ceccato, who shared his perspectives with colleagues.

Inclusive and Equitable Culture (continued)

ERG and colleague-led initiatives

Our Gender Steering Committee and Win (Gender ERG)

Our Gender Steering Committee comprises of multiple colleagues across the bank from unique business areas, who share best practice and identify gaps in our approach to gender diversity – influencing our trajectory towards meeting our global Gender Ambition, with accountable leads driving delivery. The Gender Steering Committee have also worked closely with Win, our Gender ERG, to look at Women’s Health.

Members of Win created three women’s health workstreams focused on Reproductive Health, Fertility and Menopause.

Now in its 12th year, Win led its annual ‘Careers Week’ – focusing on professional development and supporting our efforts to grow and retain top talent. Over 50 events took place, including collaborative sessions across our ERG network, workshops and a panel session.



Spectrum

Spectrum, our LGBT+ ERG, hosted ‘The Rainbow Room’ each month in India – providing a safe space for colleagues to share their feelings, thoughts and experiences, and championing our LGBT+ agenda. It has helped in the understanding of what inclusion means and why it matters. Spectrum also launched a buddy program, for 285 colleagues to navigate the workplace effectively, and avail of opportunities for collaboration, and build on the acceptance of varied perspectives.

Spectrum continued to strengthen its long-term partnerships during 2023. The London Gala Dinner has been running for over 10 years, raising over £1.2m for LGBTQ+ charitable causes along the way. All funds have gone directly to the LGBT Foundation to fund its Pride In Ageing programme. Our support was in partnership with Manchester City Council, Greater Manchester Combined Authority and Age Friendly Manchester.

In Europe, Spectrum held its first-ever Pride event, hosted in the Paris office in June 2023 – and with over 250 attendees joining from 10 locations. A panel of colleagues shared their personal stories of being part of the LGBT+ community, working at Barclays, and what Pride meant to them. Following the success of this Pride event and further events across Europe in 2023, membership of Spectrum Europe has grown by approximately 75% year on year, with Paris membership numbers growing by over 350%.

Working Families Resource Group (WFRG)

In partnership with Win, US WFRG led a fertility and women’s health event in New York to build greater awareness and knowledge of women’s health and fertility options. WFRG also hosted a variety of virtual events in the US with the child and elder care benefits provider Bright Horizons, discussing colleague planning, coach financing and education.

WFRG launched a new campaign to highlight the role of working carers during Carers Week in June 2023. This included a webinar on the challenges of caring from afar, a panel discussion with two senior leaders sharing personal experiences, and local events across the UK – many of which were held in partnership with local charities.

The Multicultural and Faith ERG (MFRG)

In May 2023, the Multicultural UK ERG merged with the Faith Network, creating an expanded ERG known as ‘The Multicultural and Faith Resource Group’. The ERG focuses on fulfilling its collective objective of building a supportive and inclusive working environment, where colleagues from all cultures, faiths, ethnicities and geographies feel a sense of belonging, supported by bringing their whole self to work, and are given a platform to thrive.

The MFRG hosted a variety of events in 2023 to celebrate festivals, educate colleagues and promote an inclusive and equitable culture. To celebrate World Cultural Day for dialogue and development in May 2023, the MFRG hosted a global event centred around how culture influences mental health. The MFRG also held a panel event for World Cultural Week that included Senior Leaders from across Barclays who spoke openly about their cultures and faiths and the influence both had on their careers and personal growth.

Inclusive and Equitable Culture (continued)

Sign language project

A group of colleagues in Customer Care created bespoke learning content, focusing on understanding how colleagues can better support our customers with hearing loss and show active allyship across communities. These resources included alphabet and communication tips, etiquette and guidance about learning British Sign Language – which has been viewed by over 3,000 teams across Barclays UK. The team are now in the process of rolling out similar resources out across India, applying the same content to learning Indian Sign Language.

Our inclusive people policies

We continued to build on the progress we made in 2022 by updating our people policies, enabling colleagues to feel confident when maintaining their wellbeing throughout their careers at Barclays. We regularly review our policies in line with our six intersectional agendas, in consultation with our Group Diversity, Equity and Inclusion team. In 2023, through a broader review of our people policies, we sought to drive consistency in provisions and streamline our global processes – overall information is now more accessible, transparent and stored on a single global HR Hub page. This includes content for both people leaders and colleagues, for example covering compassion and bereavement leave.

Hybrid working

In 2023, we continued to evolve our hybrid working approach to provide more structure.

Spending time together face-to-face makes it easier to collaborate, share ideas, mentor colleagues and connect informally, while supporting our productivity. We provided support to people leaders globally through structured hybrid clinics, communications and guidance. Working from home continues to be an important part of how we work at Barclays, alongside colleagues having fixed time in-person with their team, customers and clients. Our approach to hybrid working helps colleagues work closely with those who are onsite at the same time – these connections are a vital part of our culture, and critical to helping colleagues build a successful career at Barclays, and supporting our customers and clients. We believe this approach offers the best of both worlds. Due to the diversity of the organisation, business areas have slightly different approaches according to their business needs – we do not have the same approach across the bank.

Workplace adjustments

Throughout 2023, we embedded our global workplace adjustments process to ensure colleagues can perform at their best. The process encompasses a diverse range of support categories, including hearing and speech, mental health, mobility, neurodiversity and visual. We improved the efficiency of the service by reducing the time taken to provide colleagues with their workplace adjustments.

A collaborative approach to accessibility is essential for colleague wellbeing and productivity. In partnership with our Reach ERG, we proactively ask colleagues for feedback about their experience using the workplace adjustments service and look for opportunities to improve.

Supporting our colleagues to manage their wellbeing

We deliver a variety of support for colleagues to strengthen their resilience, mental health, body, social, workplace and financial wellbeing. Our wellbeing resources enable colleagues to build their ability to support wellbeing and enhance performance. We continue to offer high-quality, accessible support, including through our global Employee Assistance Programme (EAP) and regional healthcare schemes. Our EAP offers free and confidential support to colleagues and their immediate family members when personal circumstances may impact their health and wellbeing. It is part of our 'Be Well' programme, offering a 24/7 global service from qualified psychologists and personal support for bereavement, family matters, financial or legal support and health concerns.

To pinpoint focus areas for improvement and guide the embedment of programme resources, we track Wellbeing index scores in our regular all-colleague Your View surveys. The surveys give individuals the opportunity to share their views on how they find working at Barclays. We measure colleague wellbeing through ten related questions. In our Autumn 2023 Your View survey, the Wellbeing index score rose to 88% favourable (+2ppt year on year). Leaders are accountable for overseeing wellbeing plans and ensuring wellbeing is a top priority across the bank.

Paying colleagues fairly

How we set and manage the pay of Barclays employees is underpinned by our remuneration philosophy, which includes our commitment to rewarding sustainable performance and ensuring strong alignment with risk and conduct as well as our Values and Mindset.

Paying people fairly is another essential element of our pay philosophy. We have developed our fair pay approach over a number of years, and we continue to ensure that fairness is a key and explicit consideration in the way we make all of our pay decisions.

 **More information on our Fair Pay Agenda, including our fair pay principles, key milestones and our equal pay commitment, can be found in our 2023 Fair Pay Report.**

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 our people policies reflect relevant employment law, including the provisions of the Universal Declaration of Human Rights and the International Labour Organization (ILO)'s 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.

Inclusive and Equitable Culture (continued)

Making Barclays an accessible organisation



Digital accessibility

We tailor our methods of communication and services for customers to ensure their accessibility needs are met, including those with visual impairments or deafness. An array of accessibility features are embedded within the Barclays App, including the ability to invert screen colours, utilise screen reader software and use biometrics for login. We implement insights shared by those with the lived experience of disability by collaborating with our Reach ERG, enabling our teams to thoughtfully design accessible products for all customers.

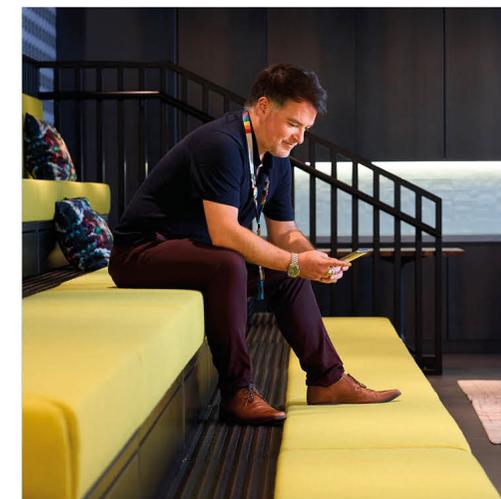
A new colleague accessibility programme has also been established to remove barriers and improve experiences at work for disabled colleagues. This is a cross-functional group of leaders from our Technology, HR, Procurement, Corporate Real Estate Services (CRES), Controls and Communications teams, along with a quarterly listening group comprising Reach ERG members. Throughout 2023, the programme has audited and improved the accessibility of internal systems. The new Phonebook, for example, includes an accessibility preference tag so colleagues can inform others about a disability or communication preference.

Building inclusive spaces

As well as designing and building inclusive spaces, we commit to curating the colleague and community experience within these spaces to champion our inclusive and equitable culture.

In 2023, CRES established a pan-CRES Inclusivity and Accessibility working group that discusses and manages a range of initiatives and drives the agenda within CRES. New or large projects are organised into four 'pillars' – two of which are led by the Diversity, Equity and Inclusion team and the Sustainability, Employability and Growth team – to focus on delivering inclusive design.

In 2023, our Glasgow campus won an external 'Best of the Best award' from the British Council for Offices. The judges commented: "When combined with exceptional workplace design with inclusivity and sustainability at its core, the result is truly outstanding and brings a world-class facility to Glasgow. It is an exemplar of holistic design and thinking that will act as catalyst for future development and sets the bar at the highest level for others to follow."



Leadership Accountability

Leadership Accountability

Leaders at all levels are expected to create meaningful change across the organisation to support our six core agendas. They are expected to role-model inclusive behaviours and facilitate dialogue with their customers, clients and communities to champion diversity of thought.

Leading our global campaigns

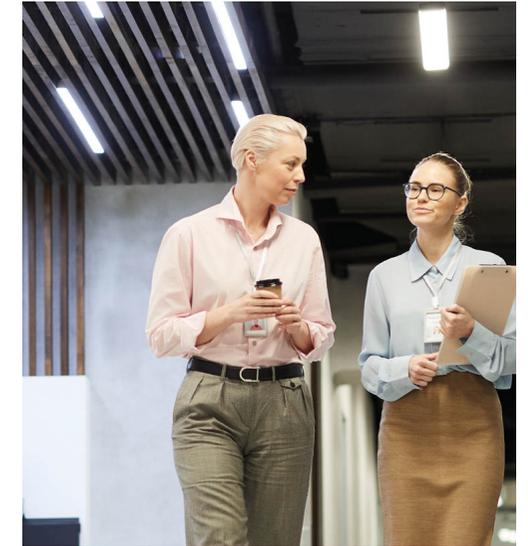
In 2023, members of our Group Executive Committee sponsored all six core agendas and remained engaged in their accountability to champion our DEI strategy and demonstrate inclusive leadership. As well as sponsoring our six core agendas, senior leaders also sponsor our ERGs to boost their visibility and champion the year-round work of our ERGs.

Leaders announced the launch of new campaigns across the bank and facilitated sessions with external speakers, as well as interacting with colleagues through Q&A events and workshops. Their engagement leads to increased traction and fosters a sense of belonging for all colleagues.

Throughout 2023, Executive Sponsors spoke at global panel events aligned to their agendas – and which colleagues could attend both in person and virtually. During Pride Week, Alistair Currie – as Executive Sponsor of our LGBT+ agenda – hosted a session with three external speakers from varied industry backgrounds, who discussed how to best to support our LGBT+ community. Our Executive Sponsor for our socio-economic agenda, Tristram Roberts, joined a panel event with two external guests to discuss biases and labels in relation to socio-economic status.

Senior leaders regularly shared communications to mark significant events throughout 2023, as well as sharing progress updates. Taalib Shah, as Group Executive Sponsor of our multicultural agenda, marked World Cultural Day in May 2023 by inviting colleagues to a panel event exploring how culture influences mental health.

Paul Compton, Executive Sponsor of the gender agenda in 2023, shared an update on the progress we made throughout 2023 to drive the gender agenda across the bank – including the outcomes of discussions as Chair of the Group-wide Gender Steering Committee. Paul announced our new Leadership Accelerator development programme for our most senior women, which provides further opportunities for growth into broader roles across the organisation, and provided detail on how our women's health policies are evolving with the introduction of equal childcare leave for US colleagues.



Inclusion Summit

In June 2023, we engaged our senior leaders in our third Inclusion Summit. Our Chief Executive Officer C.S. Venkatakrisnan introduced the Summit with a session on the power of inclusive leadership. The virtual event spanned two days and mobilised our senior leaders by engaging them in sessions covering how to build an inclusive culture to drive equity and business performance. On the first day 1,135 senior leaders and ERG representatives attended, with a core group of leaders attending on day two to explore focused action plans.

Our diversity of thought objective

All colleagues including our Group Executive Committee, work towards a global performance objective to promote diversity of thought, champion new thinking and challenge the status quo. This drives consistency across the organisation throughout the continuous performance management cycle.

Data Transparency and Accountability

Data Transparency and Accountability

In the 'Our data' section on pages 22-30 we share an extensive set of metrics aligned to measure colleague representation, attraction and retention of talent, and colleague wellbeing and engagement – through the lens of our six core agendas.

Driving change with DEI data

Our regular all-colleague Your View surveys provide us with insights into how colleagues find working at Barclays, with a series of questions measuring aspects of our Values and Mindset, including a 'speak up' culture. The survey was completed by 77% of our colleagues in Autumn 2023. We conduct analysis of colleague sentiment scores to assess changes and movements in DEI metrics across our six core agendas, regions and business areas. One of our primary indices is the Inclusion index, which increased year on year by +1ppt to 83%. Further details of the Inclusion index in the Your View survey are included in the 'Our Data' section.

The Your View survey has also enabled colleagues to self-identify their gender and ethnicity amongst other characteristics, including disability. We collect this information to learn more about the diversity of our workforce.

Your View data insights also provide an opportunity to assess intersectionality. With a lens across our six core agendas, we identified a number of insights and have highlighted key examples below. These provide global Group-wide insights, for colleagues who completed the survey and self-identified with the following characteristics across our Engagement, Inclusion, and Wellbeing indices as well as the 'It's safe to speak up' survey question:

- Scores increased for Black colleagues by +1-4ppt year on year.
- Scores increased year on year for colleagues with a disability and/or health condition, however this population scored below the Group averages.
- Colleagues with parent and carer responsibilities scored above the Group averages.
- Scores increased year on year for gay/lesbian colleagues.
- Scores increased year on year for women and non-binary colleagues, although non-binary colleagues scored below the Group averages.

In addition, updates are shared with our Group Executive Committee and the Board and our People Insights platform is a self-serve tool which enables business leaders to access data and keep track of progress against our ambitions. 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, as well as ethnicities.

Your View insights, combined with internal and external hiring, leaver and promotions data available in People insights, provide a basis for leaders to make data-led decisions about future agenda focus areas, build a deeper understanding of the composition of our workforce and identify trends in the data. Our leaders are directly engaged in the measurement of our progress towards meeting our Underrepresented Race and Ethnicity and global Gender Ambitions.

Greater data accessibility provides leaders with the opportunity to work directly with the most recent diversity metrics, equipping them with a fuller awareness of how our workforce is changing over time.

To enable us to make further progress, data insights support us to understand the impact of initiatives and trends. We look at this alongside external benchmarking and changes in the external landscape to inform how we respond to future challenges and opportunities.



Optimising External Relationships

Optimising External Relationships

We look for opportunities to learn from new and existing strategic partnerships and embed best practice into the organisation. We collaborate with organisations to further all six of our core agendas, impact our workforce at all levels and support all of the communities we operate in.

Diversity in our supply chain

Building our relationships with diverse customers, clients and suppliers and supporting their growth is a priority for us. We are committed to continuing to grow a diverse and inclusive supply chain, to provide inclusive procurement opportunities for businesses diverse in size, ownership make-up, or mission. We consider ownership-diverse businesses⁽²⁾ to be majority owned, controlled or operated by protected class groups. In 2023, we expanded this definition to include mission-diverse businesses or social enterprises to form new relationships with businesses focused on driving positive social outcomes. By 2025, we aim for service providers making up 70% of our addressable spend to operate with a diversity and inclusion policy or standard.

In 2023, we celebrated 10 years of our Global Supplier Diversity initiative. Our global supplier diversity team support diverse entrepreneurs and businesses through a combination of direct contracting as first-tier spending suppliers and subcontracting through large suppliers as second-tier suppliers. As a result, we hope to drive positive business-led outcomes for historically underrepresented communities.

Our growing network of diverse suppliers

In 2023, we continued to deliver our signature Showcase series – introducing prospective diverse suppliers with the potential to solve some of our critical needs.

We partnered with the US Consumer Bank's Contact Center operation to present some of the challenges faced by the team, and offered an opportunity for diverse suppliers to introduce their capabilities.

Suppliers were invited to present their qualifications via a social media campaign and attended the Contact Centre Business Processing Outsourcing (BPO) Opportunity Showcase, before subsequently submitting their offerings through our Barclays Supplier Marketplace.

Investing in diverse suppliers

Recognising capital investment as a challenge to the long-term growth of ownership-diverse suppliers, Barclays led an effort with the National Minority Supplier Development Council (NMSDC) to establish the Capital Manager's Program (CMP). Designed as a one-stop-shop capital ecosystem, the NMSDC – the largest ethnic minority business organisation advocating for corporate supply chain inclusion in the US – received a \$100,000 sponsorship from Barclays. This worked towards its aim of pulling together capital providers across every stage of business growth, to match businesses with debt and equity capital providers.

To increase business development opportunities for small, diverse businesses, we are corporate members of 'OutBritain' in the UK, supporting LGBTQ+ business owners, and 'WEConnect' internationally, supporting women-owned businesses.

Barclays Bank PLC UAE External Mentoring programme

Our UAE branch, in collaboration with New York University (Abu Dhabi) and Birmingham University (Dubai), ran the fourth cycle of an external mentoring programme connecting experienced banking professionals with university students. Mentors shared their expertise, guidance and support with students to help drive positive social impact and shape a brighter, more inclusive future.

Eagle Labs

Barclays Eagle Labs provide support to start-up and scale-up businesses – particularly those focused on technology and innovation – through a network of physical spaces, virtual support and expertise. Businesses can be connected to mentors, specialists and a collaborative community designed to help them on their growth journey.

(2) Ownership-diverse suppliers are defined as being at least 51% owned, controlled and operated by people from ethnic minority groups, women, LGBTQ+ people, military veterans, persons with disabilities.



Optimising External Relationships (continued)

Black Founder Accelerator programme

Led by the Barclays Eagle Labs network, the virtual Black Founder Accelerator programme supported its fourth cohort of 50 Black-founder-led technology businesses in partnership with Foundervine, a social enterprise focusing on developing entrepreneurs from underrepresented communities for digital start-ups.

Black Venture Growth programme

To support technology businesses across the UK, Barclays received a £12 million grant in 2022. Since April 2023, Barclays Eagle Labs launched 12 programmes, including the Black Venture Growth programme and the Female Founder Accelerator. Black Venture Growth is a dedicated 16-week programme focusing on growth and removing barriers to fundraising through targeted support.



Spotlight

Entrepreneur Oshoma Zekeri and his co-founders founded Vendoir in 2020 to tackle three of the event industry's biggest pain points: stress, waste, and lack of inclusivity. Their platform empowers event organisers and businesses with eco-conscious tools, and fosters diverse experiences. Vendoir helps organisers make informed, sustainable choices, from sourcing eco-friendly suppliers to offsetting their carbon footprint. Vendoir participated in the 2023 Barclays Black Founders programme in collaboration with Foundervine, gaining vital mentorship, accelerating its impact and positioning the business as future sustainability leaders in the events industry.

Progress Together

Barclays joined the Progress Together government membership body in 2023 to become part of a collaborative effort to improve socio-economic diversity across the Financial Services industry.

As part of the membership, Barclays participated in an anonymous colleague data exercise to benchmark participating firms against industry peers. The report provided a clear understanding of where Barclays sits in terms of socio-economic representation, where we should aim to get to, and potential recommendations to adopt along the way. We have shared these recommendations with our HR teams, our socio-economic ERG Inspire, and other key leaders and influencers across the organisation. This has helped maintain our focus on socio-economic inclusion and the importance of targeted interventions to support attraction, progression and retention of colleagues from diverse socio-economic backgrounds.

Engaging and strengthening communities through sport

The Barclays Community Football Fund launched in 2022 and has since supported more than 2,900 community sports groups to improve accessibility to football for underrepresented groups. Over 400,000 young people across the UK have been impacted by this initiative. Additionally, our Barclays Girls Football School Partnerships support nearly 20,000 schools in England to offer equal access to football for girls. In 2023, Barclays became the Official Banking Partner of The Championships, Wimbledon, and made the largest ever partner donation to the Wimbledon Foundation. Leveraging Barclays' LifeSkills, the partnership supports the delivery of the Wimbledon Foundation's Set for Success programme – a development and leadership initiative led by the Youth Sport Trust for young people from disadvantaged backgrounds in the UK – and the Barclays Net Work employability programme in the US.

Both programmes deliver valuable life skills training through sport and via mentoring sessions with inspirational athletes. Within four years, the UK Set for Success programme aims to support 3,900 people across the UK.

“Barclays is supporting all six core DEI agendas. Through our community partnerships, we are working together for a better financial future.”

Optimising External Relationships (continued)

Helping people from underrepresented groups to access skills and employment opportunities

Barclays' LifeSkills programme supports people to develop the vital employability and financial skills they need to succeed at work, thrive in the digital age and better manage their money. In 2023, Barclays announced a new focus for investment in this programme – for underrepresented groups – by launching and expanding partnerships with charities such as Street League in the UK. Street League is a charity that uses the power of sport and education to help tackle poverty and place young adults, aged 16 to 30, into successful career paths. Almost half of Street League's participants live in the top 20% most deprived communities, based on the Index of Multiple Deprivation. The partnership aims to support over 1,000 individuals into work by the end of 2024.

In addition, through a LifeSkills partnership with GTT Foundation, Barclays supported 100 people self-identifying as transgender into work in India, while LifeSkills sessions with The Zubin Foundation have provided support to those from underrepresented races and ethnicities.

Supporting ethnically diverse leaders

Barclays' colleagues play an important role in furthering the bank's support for ethnically diverse leaders and for businesses tackling inequalities in our communities.

In the US, Barclays hosted a virtual brain trust with colleagues to support a group of Acumen Americas portfolio companies, including Free From Market, now known as Attane Health, led by Emily Brown. Attane Health is a Black-founded and woman-led organisation focused on enhancing the health outcomes of lower income Americans by ensuring they have access to the diet they need to treat chronic health conditions. Barclays' partnership with Acumen America is supporting diverse leaders whose companies are tackling poverty through workforce development, finance and healthcare innovations.



Spotlight

Dani Chen works in Barclays' Fixed Income Securities team, a role she secured after participating in Barclays' LifeSkills programme with the non-profit COOP Careers. Together with COOP, Barclays is upskilling diverse, low-income, and first-generation graduates from the City University of New York and other urban public colleges. Graduates are supported through an intensive 200-hour training program in financial services, data analytics and digital marketing.

A number of people from COOP have been hired into Barclays as a result of bank-led employability events, including the Barclays Talent Showcase, which Dani attended. Barclays colleagues have also helped COOP to develop a financial services curriculum to help people from COOP launch careers in the finance sector, and Dani now helps to deliver the curriculum to new programme participants.



Looking ahead

2024 plans and aspirations

2023 data and insights inform the delivery of new approaches in 2024, as well as carrying forward and strengthening our existing initiatives. We hope to achieve this by delivering against our five strategic priorities, underpinned by our three principles and positively impacting our six core agendas.



A combination of new and existing initiatives will enable us to work towards our Underrepresented Race and Ethnicity Ambitions, and our global Gender Ambition. We are looking forward to making further progress to reach our gender diversity target listed in our Board Diversity and Inclusion Policy to ensure that the proportion of women on the Board is at least 40% by 2025.

Leadership career accelerator

In 2024, Barclays will pilot a leadership development programme designed to advance the strategic leadership skills of women in Managing Director positions across the organisation who have evidenced potential for growth and progression. The programme will support clear development pathways for the participants and will promote the growth of existing and new sponsorship networks to connect senior leaders across the bank, enhanced by global events. Leadership Accelerator will complement the Barclays Launchpad programme, which is attended by colleagues ranging from analyst to director.

Group Executive Committee and Board

The Board understands the benefits of inclusive leadership and diversity of thought, and due regard is given to diversity and inclusion characteristics through the appointments process for Group Executive Committee and Board roles. We are building a talent pool of senior leaders equipped with the skills needed to be a 'leader of leaders' at Barclays. Our leadership-focused talent programmes provide coaching and sponsorship to our most senior leaders with individualised support. We use a broad range of internal and development interventions to stretch and challenge executive talent. Appointments at the highest levels are completed over an extended period of time and, as a result, the influence and impact of our senior leader talent programmes and individualised support will be realised over time.

Our regulatory obligations

We currently meet our legal and regulatory obligations for reporting. We will continue to monitor the external regulatory and legal environment, ensuring we engage with regulatory and governmental organisations promptly. We incorporate external research and academic reading into our thinking, and will continue to learn from best-practice examples. Our governance processes continue to be reviewed to meet changes in the requirements set by regulatory bodies.

Our Data

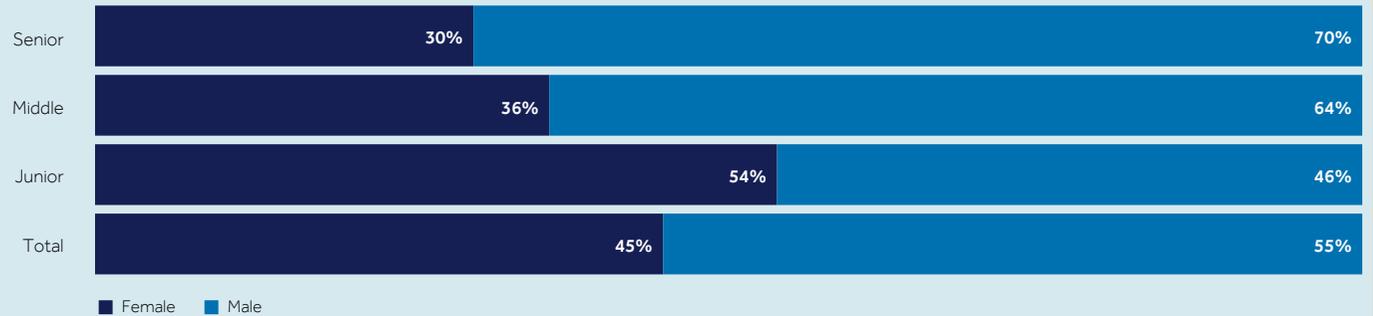
Gender

Representation of women in our global workforce has remained level since 2021 at 45%. We continue to see the consistent trend of the greatest proportion of women working at a junior level and the lowest proportion working at a senior level; however, there are indicators that this is changing. At both middle and senior level, representation of women increased by +2ppt compared to 2021 – ending 2023 at 36% and 30% respectively. There was a marginal year on year decrease at a junior level, to 54%. We are making gradual progress towards our global Gender Ambition of reaching 33% female presentation among our senior leader population, but there is more work to be done to prioritise the development of our middle-level talent pipeline for progression into senior roles.

In our Your View survey, colleagues are able to select 'non-binary' as a gender identity or state 'another gender identity', however the sample sizes for the 'non-binary' and 'another gender identity' categories were too small to yield actionable insights.

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.

Gender (%)



Note: Throughout this section, the data is correct as of the end of 2023 and we have grouped this data using the following definitions:
 Senior: Managing Directors and Directors
 Middle: Vice Presidents and Assistant Vice Presidents
 Junior: Analysts

Diversity on our Board

At the end of December 2023, we saw a year on year increase in our representation of minority ethnic background (excluding white ethnic groups) at Board level from 15% to 23% – this was an increase of one Board member.

We explore how we are working to improve our representation of women and underrepresented races and ethnicities at senior levels in the Workforce Diversity and Looking Ahead sections of this report. Recognising the benefits of diversity in all its forms, we are looking forward to building a long-term pipeline at executive levels, to be reflected in our data in the near future.

Ethnic diversity of our Board (%)



Note: 2023 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.

Our Data (continued)

Diversity on our Board and leadership

At the end of December 2023, representation of women in our Group Executive Committee and their direct reports was 27%, remaining level with 2022. Representation of women on our Board also remained level with 2022 at 38% as at December 2023. To build on the extensive experience of our most senior leaders, we continue to offer a four-month rotational ex-officio position on our Group Executive Committee. This opportunity brings technical industry knowledge and diversity of thought to Group Executive discussions. During 2023, three ex-officio positions were held by female leaders.

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

Group ExCo + Direct Reports



Board



■ Female ■ Male

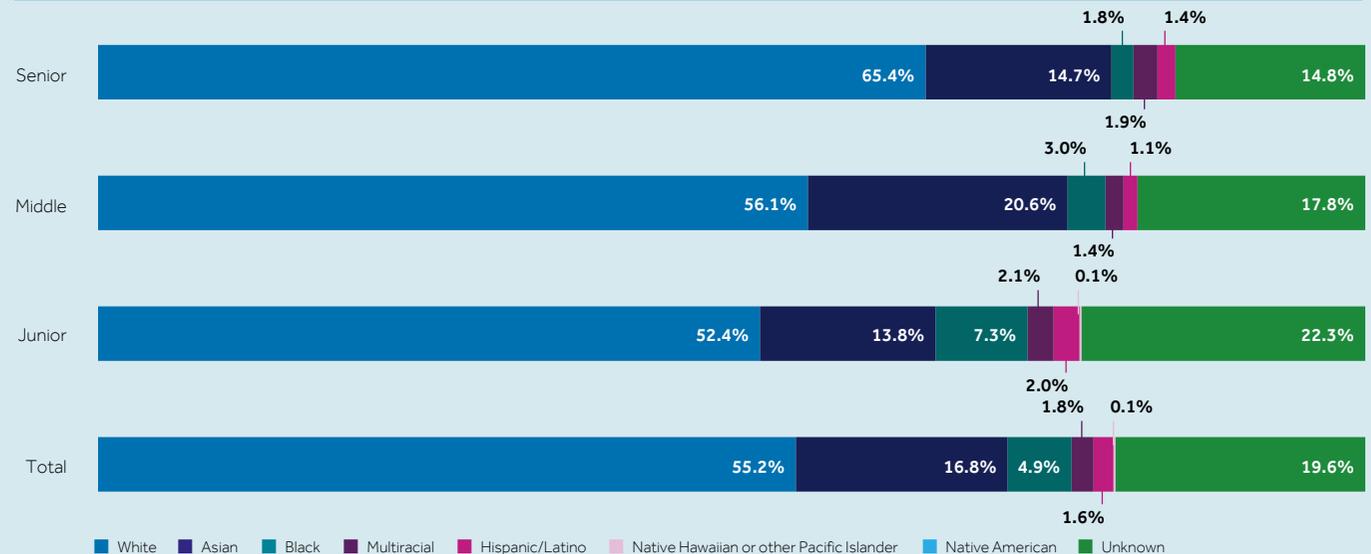
Race and ethnicity (UK and US)

Representation of Black colleagues increased at all grades year on year, however the proportion of Black colleagues at senior grades remained flat year on year at 1.8%. Representation of Multiracial and Hispanic/Latino colleagues remained relatively level since 2022. In 2023, like in 2022, the greatest proportion of Black, Multiracial, Hispanic/Latino and Native Hawaiian or Other Pacific Islander colleagues were at junior levels and representation of these groups decreases with seniority.

With an overall aim to support all colleagues to reach their full potential, we are continuing to review our development programmes for underrepresented groups – such as ‘Launchpad’ – and drive mentoring and sponsorship programmes in collaboration with our ERGs.

As a result of achieving our all-colleague Race and Ethnicity Ambitions ahead of schedule, we are now working towards our reset Underrepresented Race and Ethnicity Ambitions. We are working towards increasing the number of colleagues from underrepresented races and ethnicities by 5% in the US and 12.5% in the UK by the end of 2025.

Race and ethnicity – UK and US (%)



■ White ■ Asian ■ Black ■ Multiracial ■ Hispanic/Latino ■ Native Hawaiian or other Pacific Islander ■ Native American ■ Unknown

Our Data (continued)

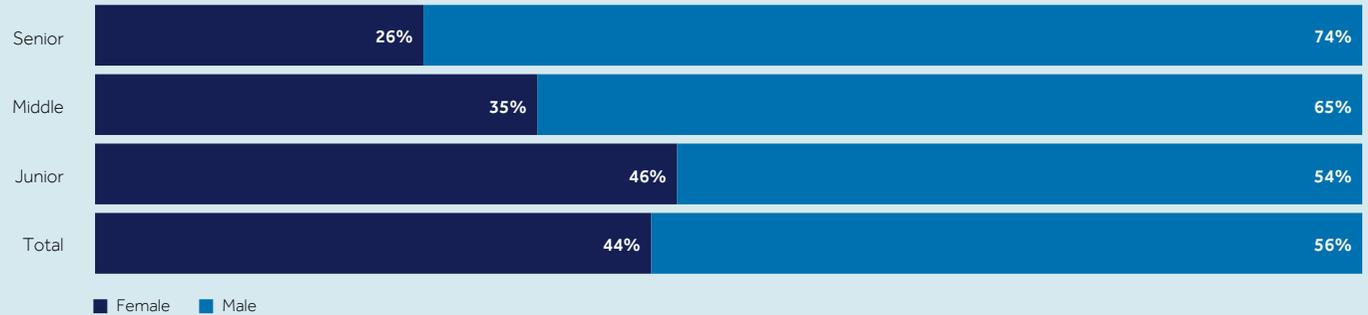
Hiring

By regularly analysing hiring data we are able to monitor trends and patterns – identifying the approaches that are helping us grow a more diverse workforce, as well as areas for improvement.

In 2023, 44% of all new hires across the organisation were female – a +4ppt increase since December 2022. There was a +3ppt increase in female hiring at middle and junior grades. Female hires at a senior level decreased by -4ppt year on year to 26%.

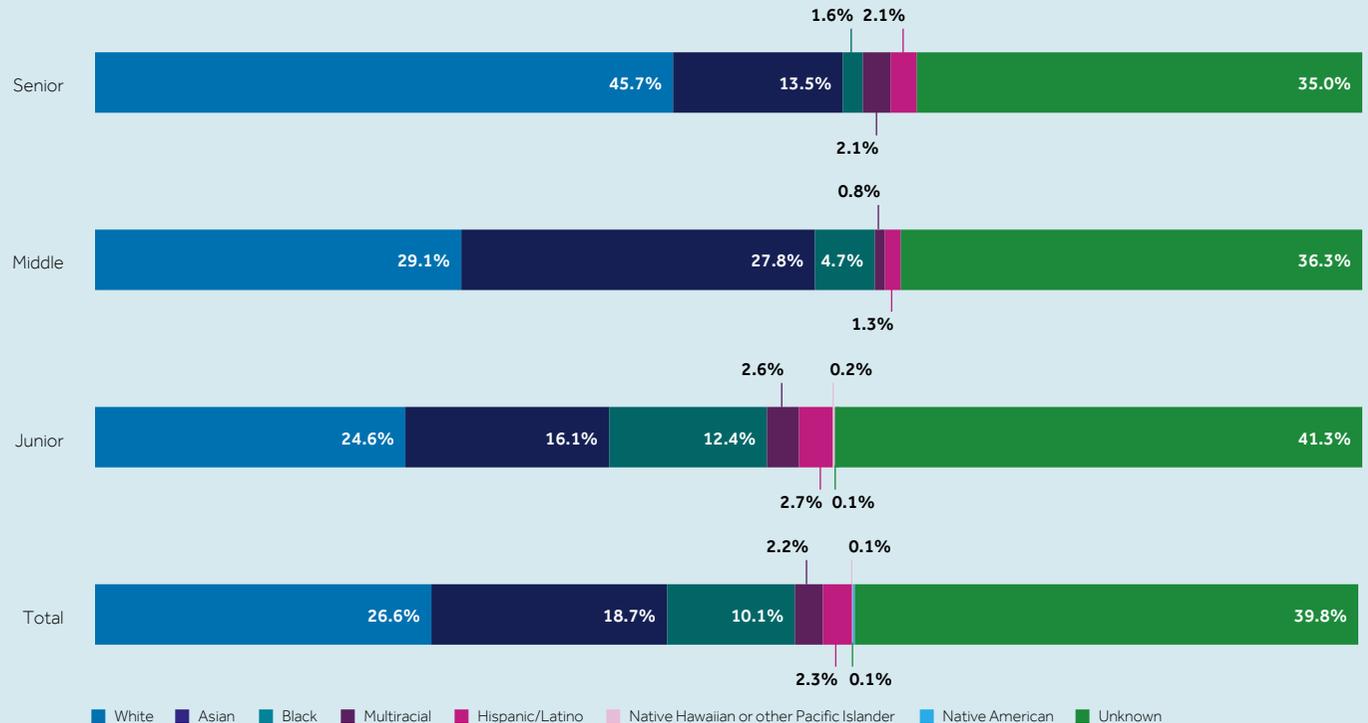
In 2024, we continue to build our talent pipeline and support the progression of our middle-level female talent into broader roles through targeted development.

Hiring by gender (%)



In 2023, our hiring rate of Black colleagues continued to exceed our overall representation of Black colleagues and we hired a greater percentage of Black colleagues than 2022 – an increase of +1.5ppt to 10.1%. The representation of hires from Black, Multiracial, Hispanic, Latinx, Native Hawaiian or Other Pacific Islanders and Native Americans has increased by +0.9ppt since 2022 to reach 14.9% across this population. We saw an increase in Multiracial and Hispanic/Latino hires at a senior level, however our representation of Black senior hires has fallen by -1.5ppt since 2022.

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



Our Data (continued)

Promotion

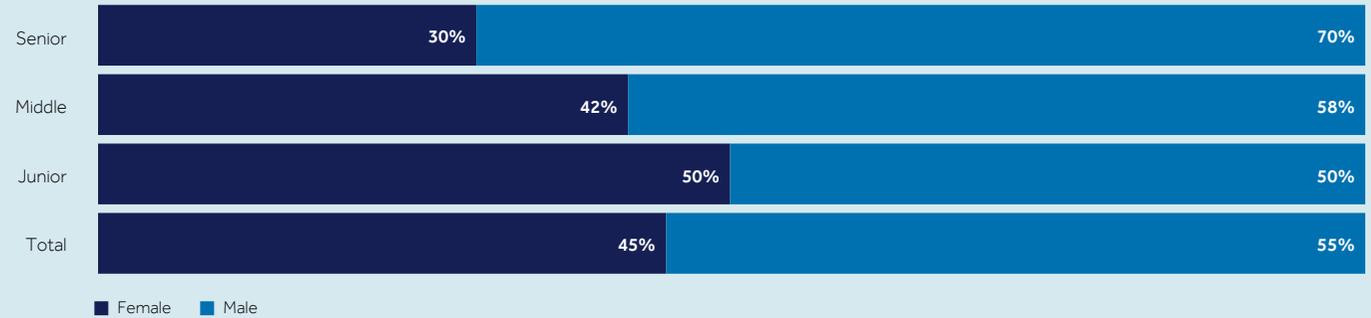
We monitor colleague promotions through gender and ethnicity breakdowns over time, to provide all colleagues with an inclusive and equitable journey to promotion. This data helps inform the continuous improvement of our development programmes to unlock opportunities.

Of our 2023 promotions, 45% were female colleagues, flat year on year. Female promotions into a middle-level grade increased by +2ppt compared to 2022, while junior level promotions decreased by -2ppt to 50%, and senior level promotions fell by -4ppt to 30% year on year. We aspire to make steady and significant progress throughout 2024 by enhancing progression opportunities for female colleagues at all corporate grades and preparing our existing female leaders for further leadership development. We hold ourselves accountable to meeting our global Gender Ambition for Directors and Managing Directors – and improving our female promotion rate will support our progress.

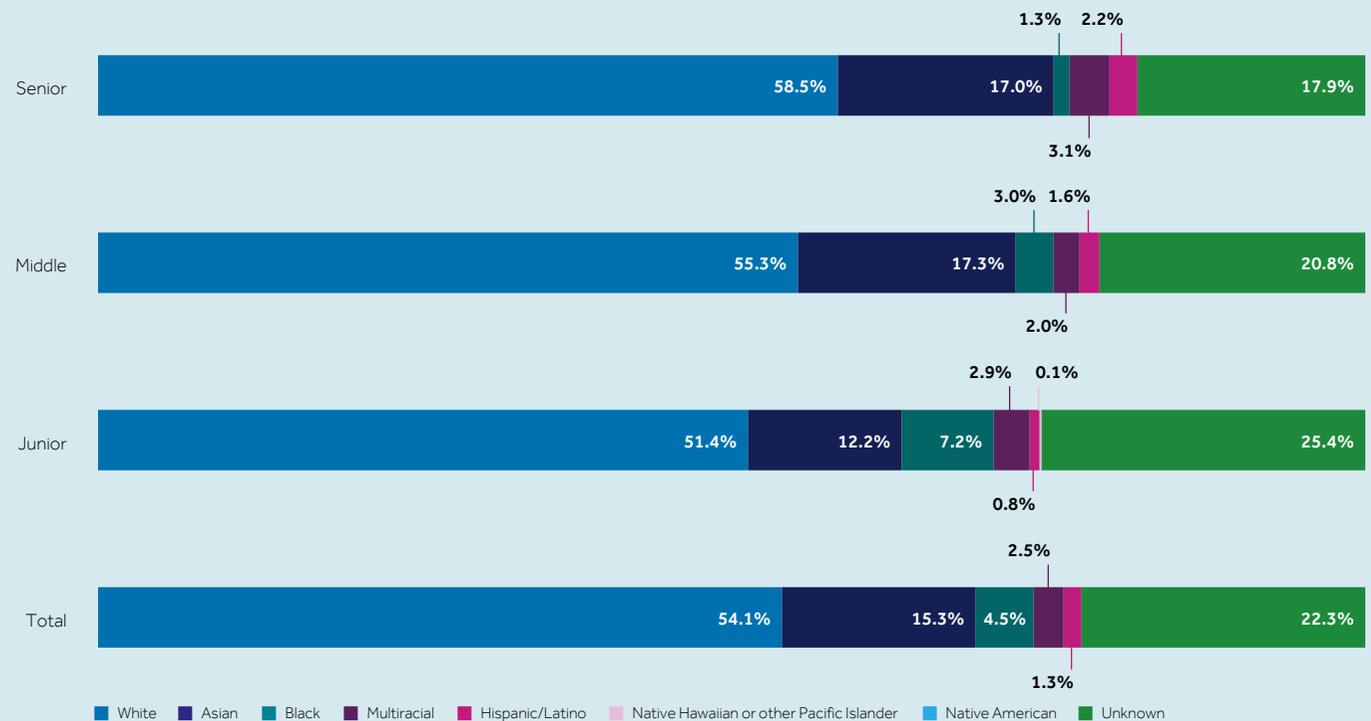
In 2023, we saw an increase of +1.1ppt for Multiracial colleague promotions at a senior level to 3.1% since 2022. At all grades, promotion of Multiracial colleagues exceeded overall colleague representation by +0.7ppt. The 2023 promotion rate of Black, Multiracial, Hispanic/Latino, Native Hawaiian or Other Pacific Islander and Native American colleagues remained level with 2022 at 8.4%.

The promotion rate of these groups also exceeded or matched overall colleague representation at a middle level. In contrast, for Black colleagues at a senior level, the rate of promotions fell below overall colleague representation by -0.4ppt – a drop of -1.5ppt year on year. This data shows that our development programmes for underrepresented ethnicities are working at a junior level, but that more needs to be done to understand how to replicate this progress for our senior leader population.

Promotion by gender (%)



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



Our Data (continued)

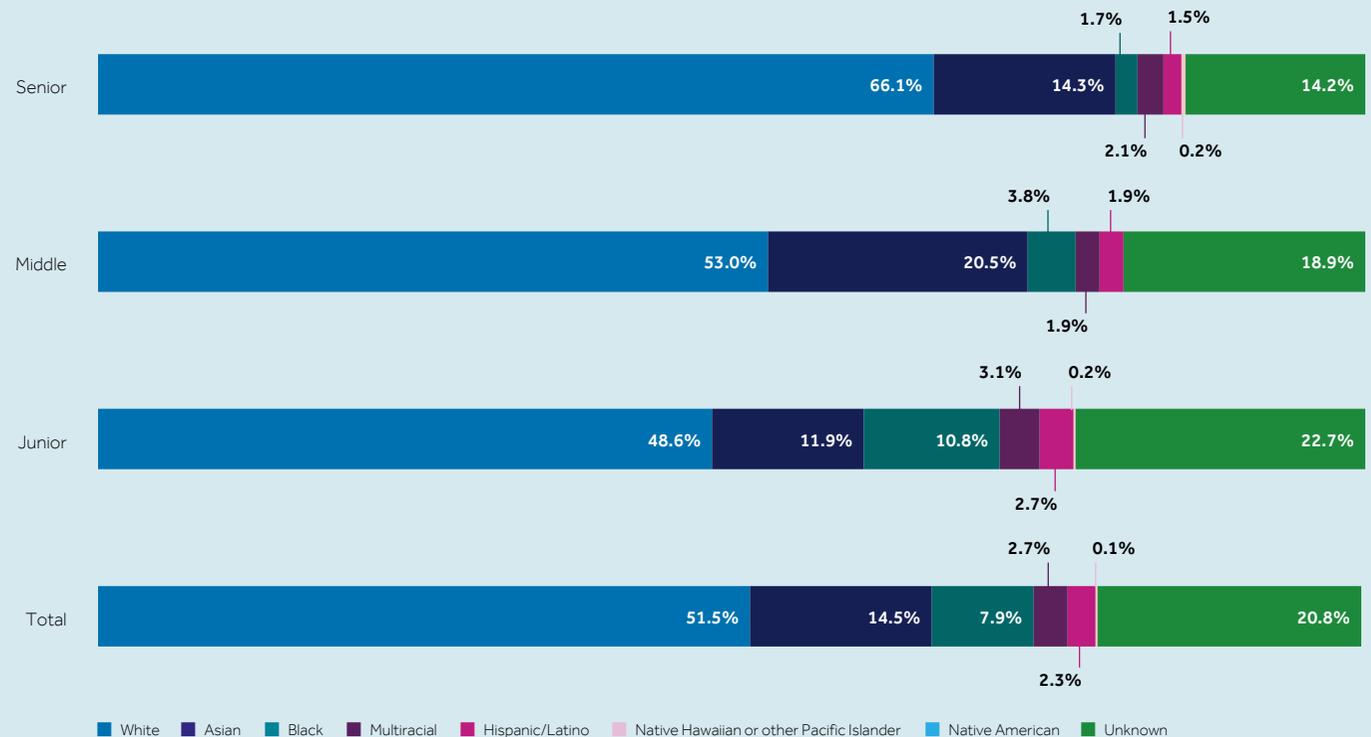
Leavers

Female attrition (%)

By continuing to review colleague attrition⁽³⁾ and leaver rate⁽⁴⁾, we can assess both short and long-term retention and gain a deeper understanding of the variety of factors which may impact attrition. Gathering data about our female leavers helps us find better ways of retaining female colleagues, ensuring they feel both engaged and included throughout their development journey with us – and, consequently, that they can progress through our organisation. Compared to 2022, overall attrition decreased slightly, but female colleagues had slightly higher attrition than male colleagues (9% vs 7%). We were pleased to end 2023 with an improvement in attrition for senior leaders. Supporting our female senior leaders will remain a priority for 2024 as we work towards our global Gender Ambition.

Our leaver rate for Black colleagues surpassed overall colleague representation, meaning that Black colleagues on average are leaving at a faster rate in comparison to current headcount. We need to do more to support the retention of colleagues from underrepresented ethnicities. The proportion of Black and Hispanic/Latino leavers decreases with increasing seniority – a trend we also saw in 2022 – but the reverse applies to White colleagues leaving the organisation, suggesting we are better at retaining colleagues from underrepresented ethnicities at a senior level. Nevertheless, there is an opportunity to improve retention at middle and junior levels.

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



Notes:

(3) Attrition rate is calculated as all colleagues who left the organisation voluntarily.
 (4) 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.
 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.

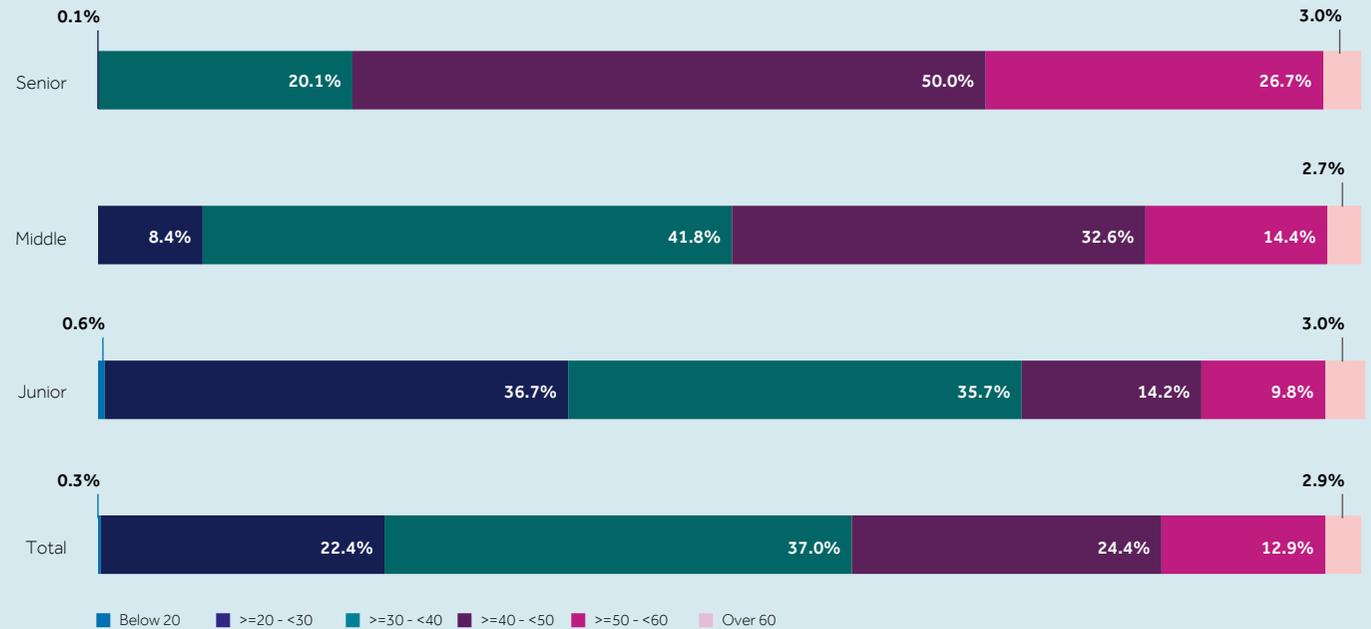
Our Data (continued)

Multigenerational

In general, colleague representation of higher age groups increases with seniority. Colleagues aged 50-60 years old saw the greatest representational year on year increase at the senior level of +1.9ppt. Colleagues aged 30-40 years old have the highest-representation at a senior level (20.1%), consistent with 2022. This age group saw a slight decline across the Group, with a -1.7ppt decrease in representation at a senior level, a -1.6ppt decrease at the middle level, whilst representation at a junior level increased by +0.5ppt year on year.

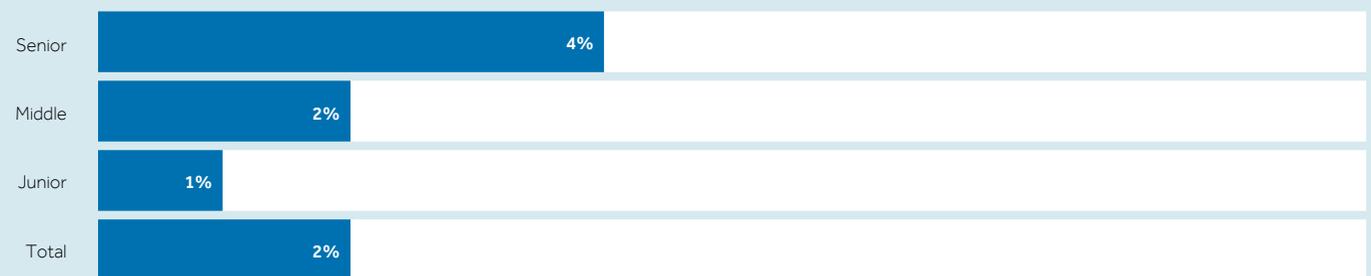
At a junior level, colleagues aged 30 and under were the most-represented group. Our representation of colleagues under 30 increased year on year, and we recognise that younger colleagues value wellbeing, feel energised by new challenges and frequently look for new opportunities to embark on new career pathways.

Age by corporate grade (%)



Colleagues who identified in the Your View survey as having military experience remained flat year on year at 2% at Group level.

Colleagues who responded 'yes' to having military experience (%)⁽⁵⁾



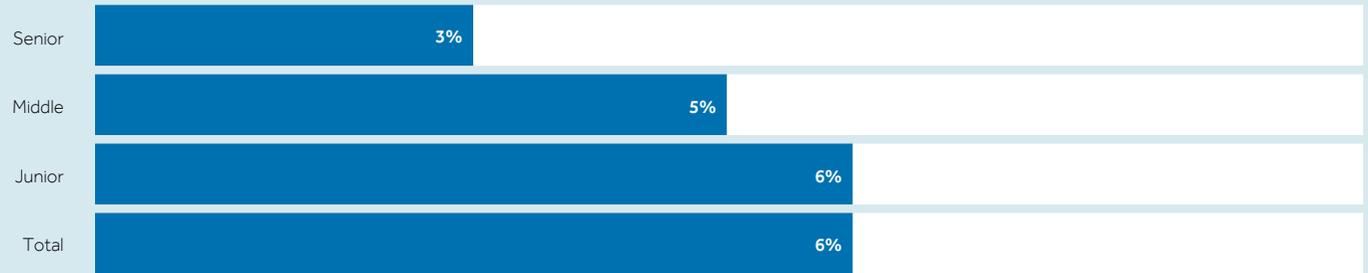
Note:
 (5) Data points are based on responses from colleagues who provided consent to share their demographic information in the Autumn 2023 Your View survey. Regions and countries that are not asked questions related to personal diversity characteristics based on jurisdictional data privacy considerations include mainland Europe, Israel, UAE, Turkey, China, Japan, South Africa, Taiwan, Brazil and Australia.
 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.

Our Data (continued)

LGBT+

Colleagues identifying as bisexual or gay/lesbian increased year on year by +1ppt, to 6%.

Self-identified gay, lesbian and bisexual colleagues (%)⁽⁵⁾



Disability

We are learning more about the range of disabilities and health conditions impacting our workforce and how we can best support our disabled colleagues. As our understanding of disability grows, we will continue to drive equity across the bank in 2024.

In the Autumn 2023 Your View survey, 11% of colleagues self-identified as having a disability or health condition, which was a -1ppt decrease year on year.

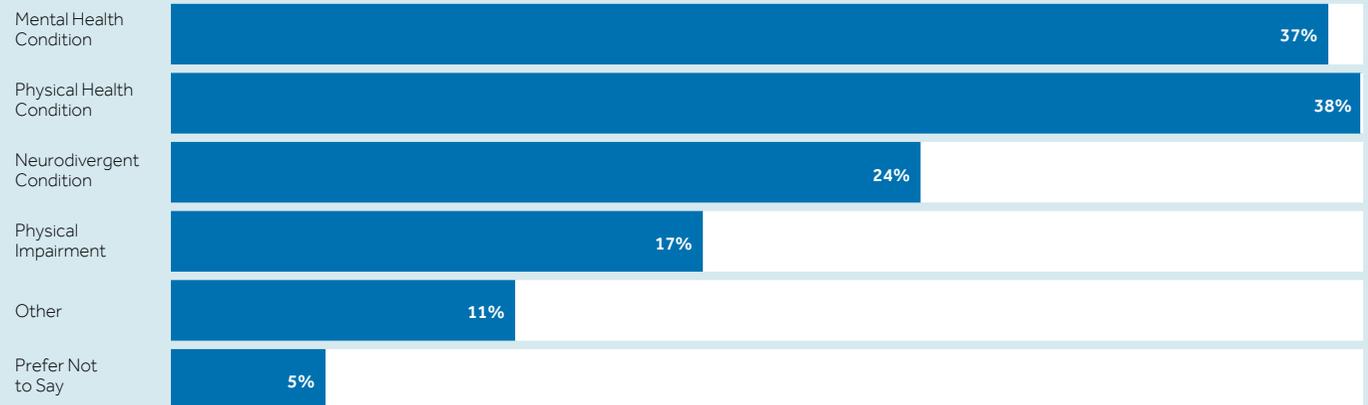
By corporate grade

In line with 2022 scores, self-identification of disabilities and health conditions generally decreases as seniority increases.

By disability/health condition

Of colleagues who self-identified as having a disability, physical health conditions were the highest-represented category with a year on year increase of +7.3ppt, standing at 38.1% in the 2023 Your View survey. Mental health was the second-highest self-identified disability or health condition at 37.1%, which decreased by -0.7ppt year on year. This was followed by neurodivergent conditions, which increased year on year by +2ppt to 24.2%.

Self-identified disabilities and health conditions (%)⁽⁵⁾



Definitions:

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.

Note:

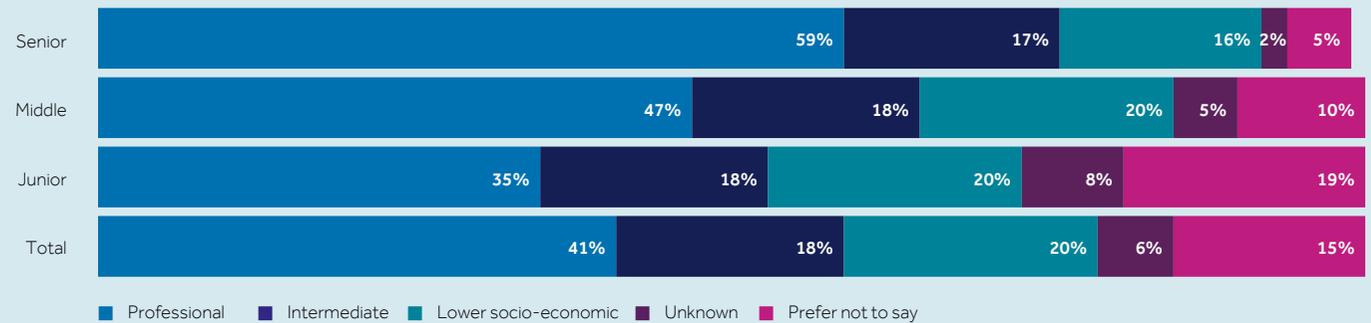
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Our Data (continued)

Socio-economic background

Compared to those from lower socio-economic backgrounds, a greater proportion of our workforce are from professional or intermediate backgrounds, at 59%, down slightly from 61% in 2022.

Socio-economic background (%)⁽⁵⁾

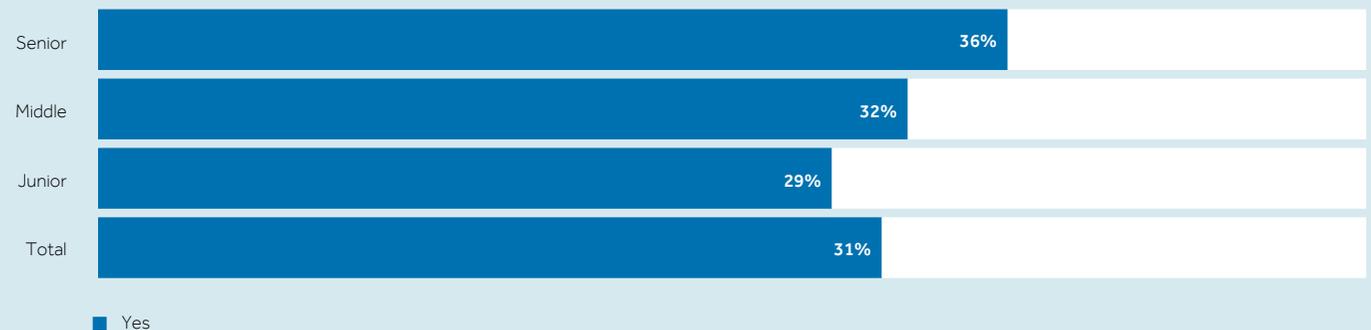


Note:
Metrics for socio-economic background are rounded to the nearest whole number. Some totals may not add up to 100%.

First-generation university graduates

At 56%, a greater proportion of colleagues were not the first generation to attend university. This is on-trend with 2022 representation.

First-generation university graduates (%)⁽⁵⁾

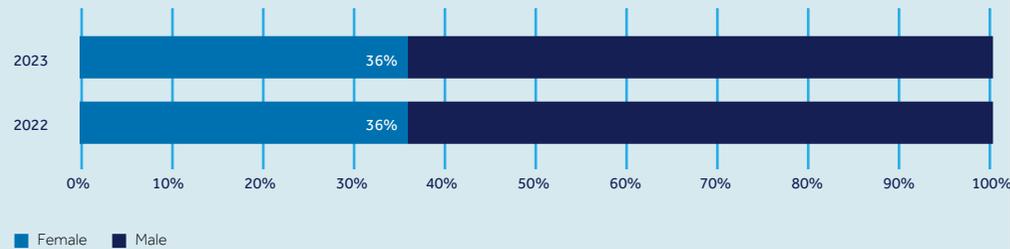


Note:
(5) Data points are based on responses from colleagues who provided consent to share their demographic information in the Autumn 2023 Your View survey. Regions and countries that are not asked questions related to personal diversity characteristics based on jurisdictional data privacy considerations include mainland Europe, Israel, UAE, Turkey, China, Japan, South Africa, Taiwan, Brazil and Australia.

Our Data (continued)

Our talent pipeline

Graduate hires (%)



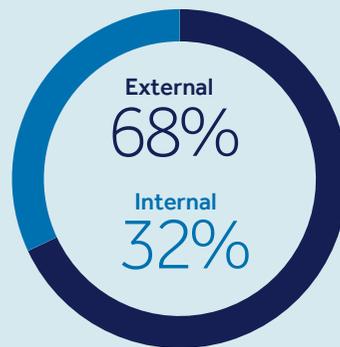
Note:
Excludes graduates whose gender is unknown.

Female representation within our 2023 graduate intake cohort remained flat versus 2022 at 36%. This is below 2021's female graduate representation of 39%.

To further progress in this area, we are investing in our graduate programmes to provide experiences in a variety of business areas – enabling all graduates to build a wide variety of technical skills. Further detail on how we are doing this can be found on pages 6-9 in the Workforce Diversity section.

Internal and external hires

32% of all new hires in 2023 were internal candidates – a -7ppt decrease since 2022 while our proportion of external hires increased to 68% in 2023. This means that, while there have been fewer internal lateral moves, we have gained more external talent.



Note:
Reflects lateral hiring only. Excludes graduates, apprentices and interns.

Measuring employee sentiment

The Your View survey was completed by 77% of our colleagues in Autumn 2023.

2022 and 2023 index scores:



Employee sentiment (%)





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