

Equality and Diversity
Review 2005

Variety is the spice of life



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It's been a bu



sy 12 months

At Barclays we know that diversity is good for business. It helps us attract the talent we need to fulfil our ambition of becoming a top five global bank. We can also recognise new markets and attract a wider customer base.

So equality and diversity in Barclays is just where it should be – right at the top of our business agenda. And as you can see from this report, we have been busy.



In Brief

ABSOLUTELY EQUAL

EACH YEAR Barclays gets together with the main equality bodies at the party conferences to talk about diversity. We have also sponsored breakfast meetings with the political parties and equality bodies to debate diversity issues.

Building on the success of the “Absolutely Equal” receptions, we went a step further in 2005 and invited the Chief Executives of the equality bodies to a meeting with Barclays leadership committee for diversity, the Executive Diversity Group.

All our partners were represented – the three equality commissions (gender, race and disability), Stonewall, Age Concern and Help the Aged. Gary Hoffman, Chief Executive, Barclaycard and Chair of the Executive Diversity Group, hosted the meeting. John Varley, Group Chief Executive, Barclays, also attended.

The meeting focused on our equality and diversity issues, and in particular gave us the opportunity to find out what our partners thought about the initiatives that have been implemented. In addition, it provided a forum for the equality bodies to update us on their key developments.

To celebrate our working partnerships over the last five years of Absolutely Equal, we hosted a series of celebratory events at the party political conferences in September 2005. Tessa Jowell, Secretary of State for Culture, Media and Sport and Minister for Women, and Alan Johnson, Trade and Industry Secretary, spoke at our Labour Party event.

Eleanor Laing, Shadow Minister for Women and Equality spoke at the Conservative party conference; and Paul Holmes, Chair of the Liberal Democrat parliamentary party gave his thoughts at the Liberal Democrat conference.

LEADERSHIP IN BARCLAYS

AT BARCLAYS we consider our people to be our greatest asset. We’re committed to developing our employees, and offer specific leadership training to enhance skills. Equality and diversity is an integral part of our leadership programme.

In April this year, Ben Summerskill, the Chief Executive of Stonewall, gave a talk to our leadership programme about why diversity matters and its implications for today’s business leaders.

It was hosted by Roger Davis, Chief Executive Officer, UK Banking, and almost a hundred senior leaders attended to hear what Ben had to say.

BLACK AND MINORITY ETHNIC BUSINESSES REACH RECORD LEVELS

THE NUMBER of black and minority ethnic (BME) business start-ups in the UK has reached record levels, from 32,000 in 2000 to 50,000 in 2004, according to recent research from Barclays. BME business start-ups now account for 11 per cent of all new start-ups.

The business performance of BMEs also outstrips that of their white counterparts. They are three times more likely to have a turnover of between £250k and £1 million and to take on employees.

Regionally, London has the highest number of black and minority ethnic businesses with 38 per cent, followed by the west midlands, the south-east and the north-west. As all these areas have large BME populations, it is likely that many of the businesses cater for the communities in which they are based.

Free copies of the report Black and Minority Ethnic Entrepreneurs are available from the Barclays website at www.business.barclays.co.uk

WOMEN START-UPS GROW BY OVER A QUARTER

RESEARCH BY Barclays has shown that entrepreneurial activity among women in the UK has grown by 28 per cent since 2000.

The number of women setting up in business has grown from 117,000 in 2000 to 150,000 in 2004. This is the highest level ever recorded and marks a growing trend among single women, in particular, to start their own business.

But the survey also showed that, despite the growing number of female entrepreneurs, far more women than men face barriers to getting started.

Free copies of the report *Women in Business* are available from Barclays website at www.business.barclays.co.uk

CUSTOMER INSIGHT

UNDERSTANDING THE customer dimension to equality and diversity is vital to making sure it becomes part of our organisational culture. So at Barclays we have been exploring the gay, lesbian, bisexual and transgender (GLBT) market to help develop a better and more focused customer strategy.

Working closely with Spectrum (our GLBT employee network), we have now carried out some detailed research and run a series of focus groups with gay consumers in the Brighton area.

This confirmed that, if we want to be effective in how we engage the gay community, we need to talk to them directly through the gay media. It also confirmed that our GLBT customers do not, on the whole, want to be treated differently – they just want to be treated equally.

As a result of this research, we are now developing a programme of work supported by employee training to help meet the needs of the GLBT community more fully.

CBI FIRST WOMEN AWARDS

BARCLAYS WAS delighted to sponsor an award for Business Services at the launch of the “First Women Awards” in June 2005, promoted by the CBI and Real Business magazine.

This category (one out of a possible ten) was won by Julia Rogers, General Manager, Central Services with the Cooperative Group.

The awards celebrate women who have broken new ground in British business, and recognise female pioneers and trailblazers in business today who are not afraid to challenge the status quo. Women who are, in effect, the elite of British business.

We were delighted that Alison Hopkins, Managing Director of Small Business Banking at Barclays, was shortlisted for the Financial Services Award. Responsible for generating profits in excess of £500 million per annum for the group, Alison has over 2,000 employees.

Alison has extensive experience in banking and was the first woman to sit on our UK Business Banking Executive as Market Development Director. In 2002, she became Client Experience Director of Premier Banking, the business responsible for the mass-affluent personal sector. She then moved into Private Banking as Director of Client Services.

Just to show that it is possible to combine a career with raising a family, Alison ran a series of nine personal roadshows around the country to reintroduce herself to colleagues, just after she came back from maternity leave. Rather than leave her family at home, she took her children with her.

GALAs

THE GAY and Lesbian Awards (GALAs) are a new initiative to celebrate the achievements and successes of individual gays and lesbians in the arts, media and business sectors.

The awards recognise individuals who have been leading a business for less than three years, but who have shown courage by challenging the status quo and who have achieved great results.

Barclays was delighted to sponsor the 2005 Business Person of the Year award, which was presented by Roger Davis.

The ceremony took place on 30 September 2005 at the Savoy Hotel in London, and Barclays would like to congratulate all the inspirational men and women who were nominated for the awards.

A GAY FRIENDLY EMPLOYER

BARCLAYS HAS come a long way since 2001 when we set up Spectrum – our first network for gay, lesbian, bisexual and transgender employees (GLBT).

We have now become one of the most gay friendly employers in the UK, according to the inaugural Stonewall Corporate Equality Index 2005. Barclays was rated 17th in the index of the top 100 employers, which included 12 FTSE 100 companies and 11 Government departments.

According to Ben Summerskill, Chief Executive of Stonewall: “Barclays is a business which doesn’t just, in our view, talk the talk of diversity, it walks the walk. It has been in the forefront of demonstrating that organisational excellence is not possible without recognising that valuing every member of staff is key to securing that outcome.”

Employers were ranked according to certain criteria for the index, ranging from implementation of an effective equalities policy to carrying out a review of benefits discrepancies. Just over 1,600 employers were asked to participate, and the index focused on the 100 companies with the top scores.

As well as celebrating and publicising good practice and providing a guide for potential lesbian, gay and bisexual recruits, the annual index will also help employers like Barclays to develop good practice even further.

DISABILITY ISSUES

BARCLAYS IS committed to meeting the needs of all disabled customers by ensuring our products and services are more accessible.

We also want to ensure that we provide the best possible advice at all times – both to our customers and to our colleagues – which is why our dedicated Disability Issues Unit is so important.

The function of the unit is to offer expert advice and support for customers with disabilities, as well as employees who are providing services to them.

To find out more, go to:
www.barclays.co.uk/disabilityservices

DISABILITY FORUM BOARD MEMBER

AS A founder member of the Employers’ Forum on Disability, Barclays has had a representative on its board since its inception in 1991.

The seat has now been taken up by Martin Mosley, Director of Consumer and Community Affairs and our Disability Champion.

The forum is the world’s only organisation promoting “disability confidence” that is funded and led by employers, making it easier for employers to employ disabled people and serve disabled customers.

UNLOCKING POTENTIAL

BARCLAYS IS launching a scheme in autumn 2005 to provide every disabled employee with the option of having a mentor. The scheme is being sponsored by John Varley, who wants to make sure that disabled colleagues enjoy every opportunity to develop their careers.

With a dedicated intranet and telephone hotline, the scheme is simplicity itself and will be fully accessible to all Barclays colleagues that have a disability.

Andy Graves, UK Banking Disability Adviser with Barclays, has only good things to say about the pilot project. "I found mentoring to be a fantastic, life-changing experience," he said.

"In the last six months I have progressed to a more senior grade, thanks to the honest and rewarding relationship with my mentor which has helped me to start realising my potential."

Individuals who become mentors receive a certificate in training in both mentoring and disability awareness.

EMPLOYERS' FORUM ON BELIEF

ELEVEN MAJOR UK employers (including Barclays, BT, B&Q, Shell and London Underground) launched the Employers Forum on Belief, in April 2005. The group was set up to help employers get a better understanding of the legislation introduced in December 2003.

The forum is committed to engaging with different faith groups on a regular basis to shape new policy initiatives and share ideas on better business practice. For our part, Barclays new head office in Canary Wharf has been built to take into account the faith needs of our employees.

Our dedicated multi-faith room gives colleagues (and visitors) time out for prayer during working hours. It also includes washing facilities for employees who need them as part of their religious obligations.

BACK TO SCHOOL

BARCLAYS TAKES corporate responsibility seriously. And so does Paulette West, who works in Regional Account Services in London.

As group leader for the Cultural Diversity Network in London, she gets involved in various activities in her local Asian and black community. In July 2005, she helped to organise a "graduation" ceremony for the year-six children at Grazebrook Primary School in Stoke Newington, attended by about 1,000 people.

The idea was to celebrate the achievements of the 52 children over the year and to wish them well in the next phase of their education in secondary school. The local MP, Diane Abbott, attended, as did boxer Michael Watson and dignitaries from the local council.

Over the last two years Paulette has provided about £12,000 in funding for the school (helped by Barclays Employee Volunteering Scheme and £ for £ scheme). The money has been used, among other things, to set up a breakfast club, to decorate the staff canteen, to set up a Reading Support Programme and to fund numerous school trips.



AHEAD ON AGE

AT BARCLAYS, we have begun to review all our policies and practices – from recruitment through to redundancy – so that we're ready when the new age regulations come into place in October 2006.

We have already formed a working group (with colleagues from policy, legal, HR and equality and diversity teams) – and provided valuable input into a Government consultation on the draft regulations for the legislation.

Historically Barclays has been proactive around age diversity, providing colleagues with the right to request to work beyond the normal retirement age up to the age of 65 in 2002, and then further increasing the limit up to 70 in October 2004.

We have also won several Age Positive Awards recognising our progressive approach to age diversity in the workplace. Barclays is a member of the Employers' Forum on Age and an Age Positive Diversity Champion.

CORPORATE RESPONSIBILITY

BARCLAYS CORPORATE Responsibility Report for 2004 was launched at the end of April 2005 at our annual general meeting.

This year's report, produced alongside the annual report and accounts, has been expanded to include sections on our consumer and corporate lending practices, and how we manage the social and environmental impacts of those operations.

It also highlights how we are seeking to treat employees and customers fairly, manage our relationship with suppliers, and uphold human rights.

The report reflects the progress made by Barclays in our established programmes for investing in the community, promoting equality and diversity, supporting employees living with HIV/AIDS, and managing the direct environmental impact of what we do.

That progress has been recognised by a number of awards in the UK, including the 2004 National Business Award for Corporate Social Responsibility. You can find out more by going to www.barclays.co.uk/socialresponsibility

DISABILITY CONFIDENT

IT IS not always easy to provide the best work environment for colleagues with disabilities, but as a "disability confident" company, that's the goal that Barclays has set for itself.

A training tool was developed by the Employers' Forum on Disability and six companies, including Barclays.

The "Disability Confident" training helps to ensure the best possible working environment for colleagues with disabilities. It also helps staff understand the needs of disabled customers better.

The training explores issues such as colleagues' attitudes towards disability and explains the benefits of being "disability confident". It also covers communicating with people who have different types of disabilities, laws about service to customers and the rights of disabled colleagues.

"I've done this training and it really made me think. It opened my eyes to what we need to do in Barclays in respect of disability," said John Varley.

CIVIL PARTNERSHIP

BARCLAYS IS working with Stonewall to support awareness of the Civil Partnership Act which comes into force in December 2005. The charity has identified a lack of awareness among the gay community about civil partnership, the rights and responsibilities that it will confer and the processes involved in registering a partnership.

We are supporting Stonewall in the production of their *Guide to Civil Partnership*, the promotion of its content and some specific events aimed at helping the gay community to understand how their personal and financial relationships may be affected.

Networks

CDN

One of Barclays three internal networks, the Cultural Diversity Network (CDN) has been involved in a wide range of activities right across the UK over the last year. It is currently chaired by Anu Gorasia and Eula Clark.

The network gives members personal development and mentoring opportunities. For example, in the north-east, two workshops have taken place – one on career development; the other on recruitment and retention of staff.

The Midlands group also organised a session to discuss cultural diversity, the importance of networking and emotional intelligence.

Network members are active fundraisers too – in Newcastle, staff visited a Sikh Temple to improve their awareness and knowledge on religion and held an event to raise money for victims of the Tsunami. And in London, members organised an Asian fashion show and raised money for Diabetes UK.

SPECTRUM

Since it started in 2001, Spectrum (Barclays employee network for gay, lesbian, bisexual and transgender staff) has been busy. Currently chaired by Johan Fraser, Spectrum hosts regular networking events for colleagues.

Building on a review of Barclays policies and practices to ensure that all our employees were being treated equally, the network recently hosted a “benefits” lunch so that members could ask questions in a supportive environment.

Members represented Barclays at this year's Pride events in Brighton and Manchester in August 2005, as a result of which there has been a surge of interest in the network among employees.

The network also sponsored Sussex Beacon (a national care centre/hospice for men and women living with HIV/AIDS) with their own float raising awareness of their service and work for the community.

POS+ABILITY

Pos+Ability, chaired by Diana Wright, is an employee network for employees with disabilities and anyone with an interest in disability issues.

It provides a confidential forum for raising concerns and, ideally, finding solutions, which increases the self esteem and confidence levels of staff with disabilities.

In the last year, Pos+Ability has also been busy organising a range of events – including a number of disability awareness training courses across the business for staff, ranging from senior management to new entrants.

Network members also helped to set up Barclays centrally run Reasonable Adjustment programme, which ensures adjustments are made for disabled colleagues so that they can do their jobs.





Inspiring women

by John Varley
Group Chief Executive

Women make up 65 per cent of the workforce in Barclays, but only 13 per cent of the top grades. We need to improve this imbalance if we want to compete – and win – in today’s business world, where talent is the key competitive differentiator.

‘The crucial ingredient is commitment from the top... that makes it clear we are not just a “can do” organisation but a “will do” organisation’

No easy answer

So why are there still so few women at the top in Barclays? There are a number of reasons, but no easy answers.

And some of these reasons we are unable to influence. For instance, women still, by and large, take on responsibility for childcare in our society.

That often means they give up work, or take a lower paid part-time job with less responsibility, in order to manage their family commitments.

But there are other reasons why women are not represented at the higher grades. And some of them we can influence. Flexible working, and part-time working, are two such areas.

We have to be accessible to our customers, but long hours, on their own, don’t guarantee high performance. The culture I want, and the culture we need, is one that measures the quality of output, rather than quantity of input.

Flexible working and part-time working do not mean more work for everyone else, but rather a better and stronger team of people who feel that they can work flexibly and intelligently to get the job done.

We also need to promote effective networks and role models for women.

And we need to identify, and tackle, those people who tend to stereotype women’s roles and abilities, whether this stereotyping is conscious or subconscious.

We are, of course, already tackling some of these barriers. The bank offers a wide range of flexible options to colleagues to meet their different commitments – from compressed hours, to a nine-day fortnight, to term-time working.

We have also set up a job share register to help colleagues find a co-worker in whatever area of the bank they work.

Part timers

If we are to encourage more staff to work part time (particularly at a senior level), they must be confident that they will be treated in the same way as everyone else.

The perception that a part-time worker has a part-time commitment to work must be dispelled – my knowledge of part-time workers at Barclays suggests the reverse is usually true. So we need to tackle this perception and make flexible working by senior people something that is commonplace.

Take Colette Delaney-Smith, Chief Operating Officer for Barclays Risk, as a good example. As one of the few senior women to work part time, she summarises a key concern of mine when she talks about the consequences of not making life easier for senior women.

She says: “I suspect this means we inadvertently force women to choose between having a career and spending one-to-one time with their children. I wonder how many talented women we lose in the process?”

Paper policies

Rhetoric is one thing; reality is something else. If we are to avoid the accusation of talking the talk” but not “walking the walk”, then we have to

make sure that our policies are actively endorsed and implemented from the very top. Otherwise they remain just that – policies (but not practices).

It was clear to me, becoming the Chief Executive a year ago, that I needed to get more involved. So I asked our senior women, in a series of focus groups, about the challenges they face, and for their ideas as to what the potential solutions might be.

Global women's conference

One result was a major conference in March 2005, attended by nearly 250 women from all parts of Barclays and from many parts of the world.

This was the first time we had ever organised such an event, encouraging our senior women to get together as a group, to network with one another and debate the future.

With lots of help and input from Laura Tyson (Dean of London Business School), Margaret Mwanakatwe, (Managing Director of Barclays in Ghana) and Alison Ramsden (Retail Banking Director of the Woolwich and Group Gender Champion) we made clear our commitment to getting more women into the top positions in Barclays.

Given the numbers who attended, there were lots of networking opportunities. That was very valuable, but we wanted these senior women to take additional benefits away with them from the day.

So we structured the event in such a way that participants could attend educational sessions on leadership style, impression management and unleashing creativity.

And although the conference was an important initial step, I



want to make clear that it was not just a one-off event which then lets me, or my leadership team, off the hook.

More initiatives

Since then, we have been at work in the various businesses looking at how to build on this success. So, for instance, our Africa and the Middle East business unit adopted March as “Encouraging Diversity: Women in Barclays” month.

And we have now appointed gender champions in most business areas who have

volunteered to spearhead the work to achieve a better gender balance in their businesses.

One particular success was in the part of the group that looks after banking for small businesses, where an inspirational leader created a task force to look at barriers to gender balance, and how to tackle them.

His example spread throughout the business area – because it worked and made sense, not because it was about quotas and targets.

Our retail and commercial banking businesses around the world have piloted a series of one-day workshops for middle management that have been attended by about 750 women.

What’s noticeable, and encouraging, is the relationship between attendance at these and subsequent promotions.

We are also setting up a number of women’s networks across Barclays. For instance, the Women’s Internal Network is a European group with more than 300 members. It has already run a number of women’s leadership and development courses.

Likewise, Barclays Capital in the United States has also introduced a network,

focusing on the issue of women’s leadership.

So there is no lack of effort. And no lack of activity. However, this is not enough.

If it were, we would have reached the target that we set ourselves in 2001 that women would fill at least 22 per cent of our senior positions by the end of 2005. We will not achieve that goal, and it’s a failure that troubles me deeply.

The crucial ingredient to bringing about change is commitment from the top. A commitment that makes clear that change is not only inevitable, but is welcome.

A commitment that makes clear that we are not just a “can do” organisation, but a “will do” organisation. So I need the help of men and women across Barclays to make that change.

John Varley



International

TRIBUTE BOOK

THE NELSON Mandela Tribute book started life in 1999. The idea is to use the book – which is full of messages from influential people in business, politics, the media and sport – as a tool to promote the various causes that Mandela supports.

In a ceremony at Barclays at the end of June, John Varley and Matt Barrett, Chairman, Barclays signed the book. Eula Clarke Operations Manager, UK Banking, who was the driving force behind the book at Barclays, also added her name.

The organisers are confident that the backing, given by such powerful people as Bill Clinton, Kofi Annan and Sir Paul McCartney, will give added weight to campaigns supported by Mandela such as Make Poverty History and the Africa plan. The book will be placed in the Nelson Mandela Museum in South Africa.

ITALIAN DEVELOPMENTS

AS PART of Barclays equality and diversity programme, Banca Woolwich, based in Italy, ran two development workshops for women in January 2005.

In all, 22 women attended. Introduced by Colin Vincent, Managing Director of Banca Woolwich, the workshops gave women the chance to develop an action plan for the bank's diversity agenda.

Banca Woolwich is also running six training sessions in conjunction with a local business university, looking at how to manage gender differences at work.

In March 2005, six of the women attended the Global Women's Conference held in London (see pages 10-13). Inspired by the conference, they have since launched a female mentoring scheme.

THE SPANISH CONNECTION

THINGS ARE also hotting up in Spain, where senior women in Barclays were offered the chance to attend a leadership development course, the first for a Spanish financial organisation.

The objectives included:

- developing personal knowledge, identifying interests and preferences
- managing attitudes and developing abilities for career planning and future objectives
- evaluating and planning for next steps

The event – held on 12 July 2005 – was facilitated by the president of the Spanish Confederacy of Executive Women and Businessmen, Pilar Gómez-Holly. Pilar is also the author of numerous books on business management, human resources and ethics in business.

The course has the support of Jacobo González-Robatto, Chief Executive Barclays Spain. He said: "If we are to be successful, we must embrace the challenges of diversity, starting with the one that most affects us, the diversity of our people. We are determined to develop and promote people on merit, and to break down any internal barriers that hold women back."

GOING GLOBAL

AT A meeting in Frankfurt in June 2005, the global heads of diversity of some of the world's biggest companies talked about how to become "genuinely unconsciously competent" in delivering diversity by making it integral to their business processes.

Attended by Barclays, Shell, Deutsche Bank, Dow, Tyco, Phillip Morris and Nokia, participants shared best practice around equality and diversity in global organisations. The member companies also participate in a detailed benchmarking exercise every two years and the results of the most recent exercise were presented, analysed and discussed.

The group will be holding a virtual meeting in October 2005 to follow up on actions from the Frankfurt meeting with the next full group meeting in June 2006.

MILES AHEAD

A CHEQUERED flag waved by Matt Barrett in June 2005 signalled the start of Miles Ahead, a five month expedition from Canary Wharf to Cape Town, which aims to raise £1 million to benefit community projects in Africa.

A convoy of four off-road vehicles are transporting a relay of teams made up of representatives from selected charities, Barclays colleagues and crew.

They are travelling from London through Europe and Africa, arriving in Cape Town in November 2005. The initiative aims to highlight the issues affecting Africa, and the contribution our employees make to the local communities in which they are based.

Funds raised as the vehicles travel through Europe will be donated to UNICEF, the United Nation's Children's Fund, to support their Girl's Education programme in Africa.

In addition to that, funds raised by Barclays African employees will go to a variety of local causes such as HIV/AIDS prevention, improving water supplies to communities, and a number of youth education programmes.

Matt Barrett commented: "Barclays has shown a commitment to the continent of Africa over many years and this will be continued through Barclays Miles Ahead.

"By donating funds for projects in Africa we will bring together the monies raised by Barclays employees in Europe and leave a lasting legacy in Africa through the support of Girl's Education."

ABSA

AT THE end of July 2005, Barclays completed the biggest international investment deal in our history when we acquired a majority stake in Absa, one of the four leading banks in South Africa, for £2.6bn. It is also the largest direct foreign investment in the history of South Africa – a substantial vote of confidence in the country and in the continent of Africa as a whole.

The deal, which sees us welcome more than 31,000 new colleagues to the Barclays Group, is a clear statement of our aim to create the leading bank in South Africa and the pre-eminent bank on the African continent. It also brings us closer to our goal of becoming one of the top global banks.

Signifying the importance of the transaction to both organisations, we are marking the occasion by providing 32,000 children from some of the most disadvantaged areas in South Africa with school bags and calculators: one for each employee of Barclays and Absa in South Africa.

Steve Booyesen, Chief Executive of Absa said that the deal was good for Absa's employees (80 per cent of whom are African) and that it would "provide a positive impetus for the continued development of South Africa and the wider continent."

CROSS CULTURAL AWARENESS

IN OCTOBER 2004, Barclays Capital launched a second wave of diversity training for employees, focusing on cross cultural awareness to help us understand the way that cultural practices affect professional behaviour.

"Different cultural perspectives bring different business views to the table. Much of our success for clients at Barclays Capital turns on how well we work together as a team – often on an international basis. It is our hope that by raising the awareness bar we will have better teams doing better work for our clients," said Tom Kalaris, Chief Executive Americas Barclays Capital.

The training programme is mandatory for all employees, and the feedback from the nearly 6,000 employees around the world who have completed it has been very positive.

Broadening horizons

Lone parents (90 per cent of whom are women) are the most likely group in society to get into debt. So Barclaycard has teamed up with four partners – Citizens Advice, Parentline Plus, the Family Welfare Association and One Parent Families – to help them manage their money better.

The statistics

- There are 1.8 million lone-parent families in Britain, caring for three million children
- 48 per cent of children in lone-parent families are poor compared with 21 per cent of children in couple families
- 42 per cent of all poor children live in lone parent families
- 44 per cent of lone-parent families live on incomes of less than £200 per week.

To find out more about this campaign, go to:
www.barclaycard.co.uk/horizons

The campaign, Barclaycard Horizons, was launched in July 2005 by the Chancellor of the Exchequer, the Right Honourable Gordon Brown and Gary Hoffman, Chief Executive, Barclaycard.

The programme has been developed around four key areas of activity:

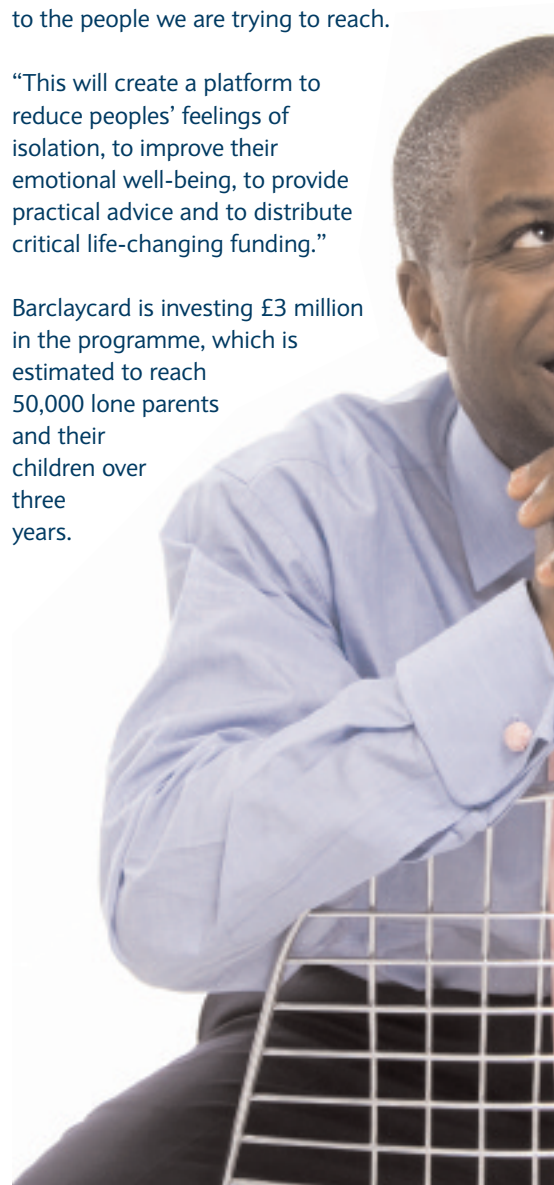
- advice and information for managing on a low income and avoiding debt
- funding for essentials at school such as school uniforms and days trips
- adult education and training in new skills
- providing the skills to help lone parents back into work.

We are also developing a programme of initiatives to ensure our human resources policies are sensitive to the specific issues faced by lone parents whom we employ.

Gary Hoffman commented: “The programme is about how our joint skills can be utilised to make a real difference to the people we are trying to reach.

“This will create a platform to reduce peoples’ feelings of isolation, to improve their emotional well-being, to provide practical advice and to distribute critical life-changing funding.”

Barclaycard is investing £3 million in the programme, which is estimated to reach 50,000 lone parents and their children over three years.



Race for opportunity

In this year's Race for Opportunity benchmarking survey (2005), Barclays was ranked seventh out of 70 private sector organisations. Overall, we came eighth.

A member of Race for Opportunity since 2001, Barclays has taken part in the annual survey on a regular basis, giving us the chance to compare our policies with 180 other affiliated private and public sector members.

In this year's survey, Barclays came in the top five using the following performance indicators:

- leadership and business (third)
- recruitment and training (second)
- sharing ownership (third)
- communication (fourth)

The survey acknowledged the high level of commitment to race equality that we have made across the business, and in particular the fact that we have appointed champions in each of our business areas.

However, it also identified a number of challenges for the future, in particular the need for us to increase the representation of minority ethnic

employees at more senior levels in the organisation – a point borne out by research that we commissioned from MORI in March 2005, and carried out with our ethnic minority colleagues.

This highlighted the fact that, although Barclays is seen to be addressing issues of equality and diversity, we still need to ensure greater visibility of minority ethnic employees at senior levels.

There was, however, a general consensus among respondents that Barclays is serious about promoting equality and diversity, and that we have policies in place to support that aim. For instance, access to multi-faith rooms.



Attracting talent

Interview with Gary Hoffman, Barclaycard Chief Executive and Chair, Executive Diversity Group

“Diversity is as much a business objective as making a profit”

Why is diversity an important driver for Barclays?

It's quite simple. We can't maintain our position as one of the most successful financial institutions in the world if we don't persuade the most talented people to come and work for us.

And if we're going to attract that talent, we have to be able to offer the best package. That means an inclusive working environment, as well as competitive pay and benefits.

So we have to look at everything we do: how we recruit people, how we promote them, how we assess talent.

And we have to constantly challenge our processes and procedures, because that's the only way to survive in today's competitive world.

What are you doing to integrate diversity into every day business practice?

Diversity is as much a business objective as making a profit, so we have now integrated it into our business planning

processes. The Chief Executives of each of the five businesses are accountable for developing their own diversity strategy and are responsible for executing and delivering on those plans.

As chair of the Executive Diversity Group (which helps to set our overall strategy for equality and diversity), I am in the unique position of overseeing those plans and ensuring that they fit with our longer term strategic aims.

What are you doing for staff in terms of diversity?

In the last few years, we have worked hard to create a more inclusive workplace environment.

For instance, we have changed our policy so that staff can now request to work up to the age of 70.

We have also reviewed all our policies and practices to ensure they did not discriminate against colleagues in same-sex relationships.

That included revising the application form of our life insurance cover so as not to exclude gay men.

More recently, we successfully piloted a centralised Reasonable Adjustment programme in two regions of UK Banking for disabled colleagues. This is now being rolled out and we have made disability confidence training compulsory for all our staff.

And we seem to be having some success – 71 per cent of staff told us in a recent employee opinion survey that they feel that management supports diversity.

How do you meet the diverse needs of your customers?

In a number of ways. In Barclaycard, for example, we have launched Horizons along with Citizens Advice, Parentline Plus, Family Welfare Association and One Parent Families – to support lone-parent families.

This will have a huge impact on the women who make up 90 per cent of lone parents.

Part of the scheme is about providing training and giving tips for how to manage on a low income and, most importantly, about how to avoid getting into debt in the first place.

It also aims to improve the employability of lone parents.

And we are responsive to customers' needs in other ways. For instance, because some of our elderly and disabled customers find it difficult to use or remember a PIN number for a credit or debit card, we have provided a feature to let them continue with a signature-based authorisation.

What else do you think Barclays should be doing to improve its diversity?

We now need to concentrate on developing our talent pool so that we can ensure that everyone has the same chance to get to the top.

At the moment, that's clearly not the case. And that's not good enough.

We also need to look in more detail at how we define talent and leadership skills, and whether we are inadvertently making judgements that work against, say, the interests of women,

minority ethnic colleagues or our disabled colleagues.

And, of course, we will continue to focus on the diversity of our customers and their needs.



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