Barclays welcomes the opportunity to contribute to this inquiry. The issue of gender pay and progression in the workplace is an important one which all businesses have a responsibility to address.

Barclays is a longstanding advocate of gender equality and has introduced a number of measures to tackle inequality and support and promote women to senior leadership roles:

- **Targets** – Ensuring female talent can thrive, particularly at the senior leadership level, is a focus for many organisations that recognise the true value of diversity. Our gender representation goals have kept us focused, and we have maintained good progress towards them. Overall, Barclays reports gender diversity at 51% globally across the bank. Our Balanced Scorecard sets the objective of 26% women in senior leadership by 2018, in in the last year the proportion of women in senior roles increase from 21% to 22% (continuing the 1% year on year increase since 2012). The strength of our commitment to improving gender balance is evident by our Board Diversity Policy which states our Board-level gender aspirations (25% female Board members).

- **Cross Function Learning** - Barclays being a multifaceted business shares the cross sector challenge to increase female representation in, for example, investment banking and technology. We take the opportunity to share what is working in other areas, such as retail banking, to build the female talent pipeline and we also aim to ensure internal mobility cross-business is enabled.

- **Recruitment** - To ensure women compete effectively and on “open and fair” terms for senior leadership positions, Barclays has implemented a mandatory global unconscious bias training for all managing directors and directors. This is intended to ensure our recruitment process is open/fair and covers all aspects of talent management including promotion and development. We have also implemented a target for diversity within all candidate short lists at the director and managing director levels to ensure our recruiting partners are bringing the bank a fair representation of the talent that exists in the market place today. Additionally, all hiring panels
at Barclays must contain a gender mix of interviewers. We also monitor gender data from these people processes on a regular basis to ensure talent can compete effectively and equitably.

- **Commercial** - From the stand point of innovation in financial services, the Barclays ‘Women in Leadership Index’ is an example of impact that diversity can have on business. The Index lists publicly traded US companies with gender-diverse leadership (defined as companies with a female CEO or at least 25% female members on their board). In an industry first, Exchange Traded Notes track the return of the index so investors can support the move towards gender equality.

- **Leadership Commitment** - All senior leaders are evaluated on the success of their contribution to the balanced score card goal of 26% women by 2018 on an annual basis. Leaders take an active role via our Gender Oversight Board, our Gender Listening Groups, our Gender network and our Diversity Councils – all overseen by Exco-level Executive Gender Champion. Those who contribute the most to shaping our agenda are recognised via our Barclays Business Awards.

More widely, we are a founder member of the UN HeforShe campaign and our internal programme is encouraging male (and female) leaders to sign Heforshe pledges; this channels their commitment towards key actions including mentoring, and active membership of our gender network. We are also building Gender Intelligence with leaders through development programmes and facilitated dialogue.

- **Other Initiatives to Support Women:**
  - Barclays continues to sponsor our Women’s Initiatives Network (WIN) promoting a positive workplace environment for all colleagues
  - Our Women in Leadership Forum was launched in 2014 concurrently in 4 continents to connect and inspire senior women; this bi-annual event will run again in 2016
  - Globally, we have implemented a Director to Managing Director promotion mentoring program for women that adds a level of transparency to the process that previously was not present.
Barclays Women on Boards program is assisting selected senior women who aspire to achieving an NED role as part of their development; further women are supported to achieve Trustee roles via dedicated development programmes.

- Return to work programs focused on women have been established in the UK and will be launched in the US later in 2015.

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