



## Male allies and our journey towards gender parity

Engaging men to drive change in our organisation



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Women have long played a key role in our success, from our female telephonists in the early 1900s to Hilda Harding, whose appointment as the UK’s first female bank manager in 1958 showed Barclays recognised talent rather than gender. We strive to create a diverse and inclusive environment. That’s why we’ve developed a lot of initiatives to move the gender issue in our favour and make Barclays the bank we want it to be.

A demonstration of the depth of our commitment is our support for the United Nations’ HeForShe campaign. This has enabled us to use our global presence to enhance awareness of the importance of gender equality. Women are as essential to our business as they are to the global economy. They represent a growth market more than twice as big as China and India combined and we have seen a significant rise in female entrepreneurs,

wealth owners and household breadwinners. Businesses will only succeed if we relentlessly focus on building and maintaining a diverse and inclusive environment.

At Barclays we have engaged men to work with their female colleagues and challenge inequality in their day-to-day working lives. In this toolkit we will provide examples of how to make it work for you and your business, so you can experience the benefits.

Over  
**12,000**  
colleagues and alumni have made more than 17,000 pledges towards gender parity



# Our commitment to gender equality

Barclays colleagues around the world work to enable positive change and inspire action on gender diversity. It's integral to our long-term, group-wide investment in championing Diversity and Inclusion (D&I).

Our workforce at Barclays is 47% female and we have a long history of recognising the importance of inclusion – such as being the first UK bank to appoint a female Branch Manager in 1958.

Our ambition is to be the employer of choice in financial services, which includes being the best place for women to work.

We want gender equality to be a reality, and setting goals and reporting on our progress are important factors to help achieve this. As are the initiatives that we continue to put in place to create a lasting change in culture.

“It's not a women's issue,  
it's a human rights issue...”

That's what the UN HeForShe movement says about gender equality, and we agree – it needs to be addressed by everyone to effect real change.

Our partnership with UN Women and the HeForShe movement as a Global Impact Champion has opened up the opportunity to share our learning with other companies and to impact change outside our industry.

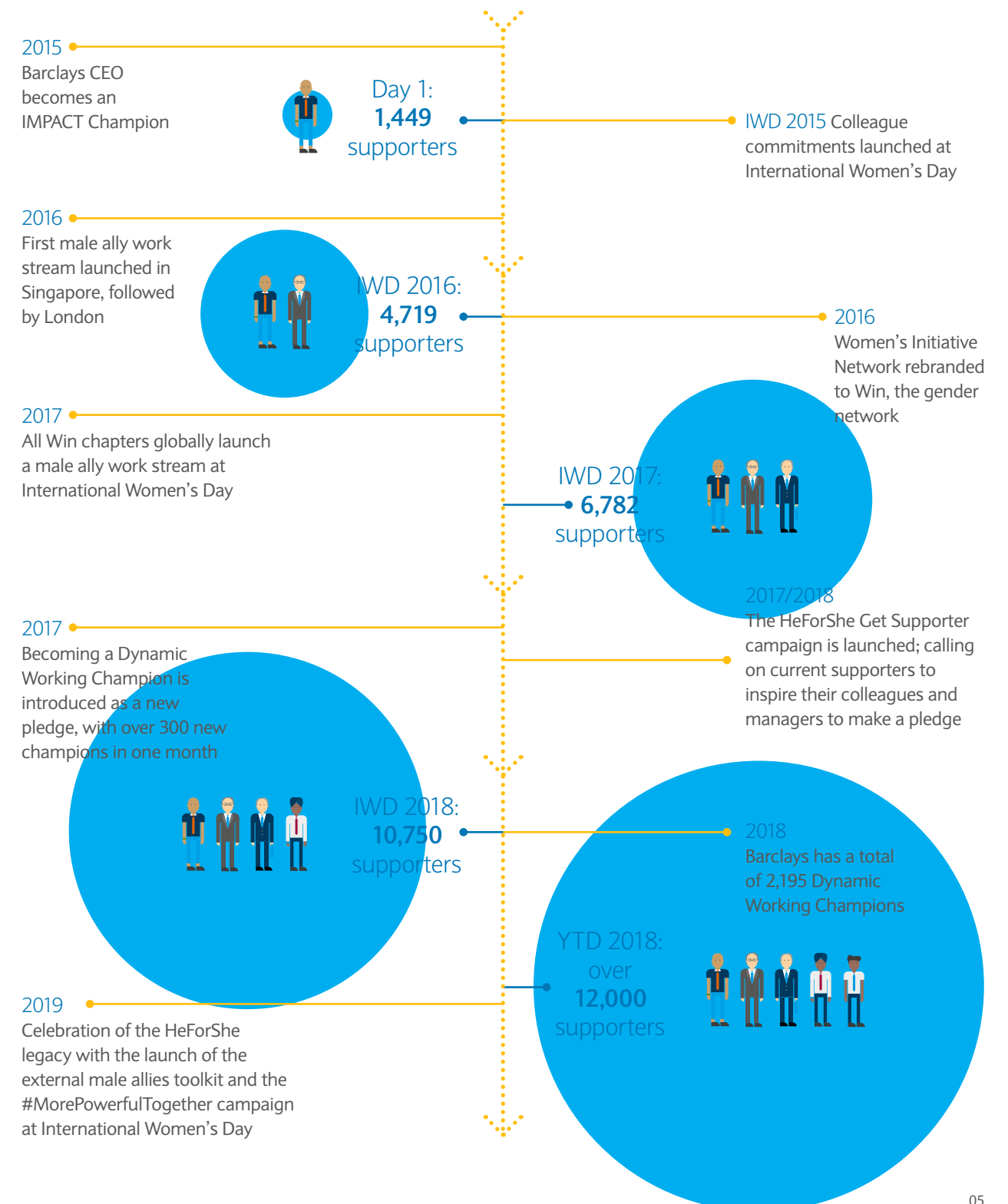
## The benefits of gender equality

Research shows that gender equality has a positive impact on companies and workplaces, including:

- Productivity and economic growth
- Performance
- Talent attraction
- Employee retention
- Reputation
- Team morale

# Getting men involved, key milestones...

Barclays has a long history of progress towards gender equality – and men have always been a part of that journey. In more recent years, we've started to bring even more male colleagues on board to help achieve our goals. Here are some of the key milestones.





# Driving change with the UN and HeForShe



## It started with a message

HeForShe is the United Nations' global solidarity movement for gender equality. The campaign aims to engage one billion men and boys as advocates of change, encouraging them to speak out against inequalities faced by women and girls across the world.

## Making a commitment

HeForShe connected with heads of state, universities and corporations to make gender equality a priority. In 2015, Barclays became a founding member of HeForShe, and our CEO became one of the UN's Corporate IMPACT Champions.

### We made three IMPACT commitments:

- 1 Reach 2.5 million women around the world with financial inclusion programmes.
- 2 Increase the representation of women in senior leadership, by one percentage point a year.
- 3 Embed gender equality in the culture, processes and policies of Barclays.



“I have three younger sisters, and they're all chartered accountants. I'm very proud of them. Growing up in India, my family were very traditional. They had a lot of reservations about my sisters gaining professional qualifications and moving out to different cities for work. I realised that, not only in my family but across society, women are working against a number of disadvantages.

**Manish Temani**

Equities PC Manager, UK

# Taking it further with Male Allies

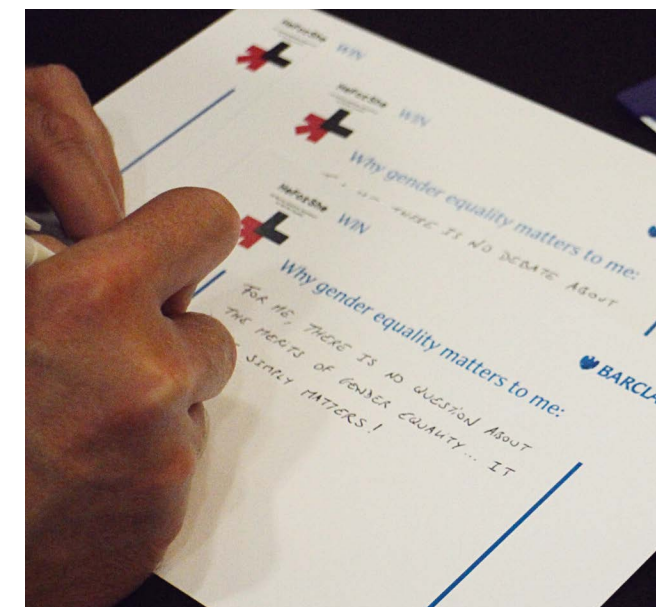
Grounded in the idea that gender equality is an issue that affects all people, HeForShe seeks to actively involve men and boys. That's where Barclays' Male Allies come in. As part of Win, our gender network, Male Allies work with their female colleagues and challenge inequality in their working lives.

During the first 18 months, we held over 15 Male Allies events across the globe and engaged over 500 colleagues. To help increase awareness, we educated colleagues on our UN commitments and our key Diversity and Inclusion policies.

As with all new programmes and initiatives, there have been challenges. With Male Allies, the main challenge has been the stigma attached to the idea of men promoting gender equality. Some men are uncomfortable with challenging

other colleagues' biases or taking parental leave – because they're not perceived as typical male roles. But ultimately, that's what the gender agenda is all about: accepting that there are no gender-specific roles or responsibilities, and that we should all have the same opportunities.

Our Male Allies and gender equality groups lead by example, making changes that have a ripple effect on the wider organisation.



## What is a male ally?

A male ally may be a husband, father or brother. He may have seen how a woman in his life has been marginalised and felt the need to act. However, we think of male allies as any man who is committed to working with women and each other to make change happen – at Barclays and beyond. By taking positive action and leading by example, they can help transform environments from places of male privilege to a more equal playing field where all voices can be heard, irrespective of gender.

“I've always felt passionately about working together, giving everybody an opportunity, respecting diversity – it's just part of my own personal DNA. We've embarked on a progression coaching programme for our VP women. I do think if you are really going to move the agenda, you have to have a rhythm, you have to have a heartbeat and you have to do some things consistently if you're really going to get it into the DNA of your business.”

**Shaun Phillips**

Head of Overseas Services, UK



# Creating a movement by enlisting and empowering male allies

## Championing gender equality

Thousands of male colleagues wanted to help achieve gender equality at Barclays, but we had no clear initiative in place to give them opportunities to make a difference. So we created one. Male Allies are our HeForShe supporters, working towards equality with a focus on changing our own organisation.

**Tip:** Provide a clear, supportive pathway by which Male Allies can make a difference – at their pace and in their work setting.

## Advocacy and awareness

To help spread the message, we created an online portal for all colleagues to learn more and sign up. The portal provides resources and suggestions on how Male Allies can partner with their female colleagues and tackle gender inequality in their everyday lives. We also produce a regular newsletter to report on progress and share ideas.

Our gender agenda focuses on engaging women and men across Barclays to attract, develop and retain women at all levels. Encouraging leaders from across the business to sign HeForShe pledges, take part in events and become members of Win, our gender network. Male Allies has engaged over 12,000 of our colleagues since launching in 2015.



# HeForShe supporters

We asked all of our colleagues to become HeForShe supporters and make one or more pledges:

- 1 Mentor a female colleague, or be mentored by one
- 2 Develop and engage talent
- 3 Invest in the community
- 4 Become a part of Win, the gender network
- 5 Become a Dynamic Working Champion

We created an online portal where they could find out more about HeForShe and register to become a HeForShe supporter. They can also confirm which pledge they are committing to and share their story.

“As a gay man who has worked in several financial companies for over 30 years, I have always empathised with gender issues in the workplace as I too have felt marginalised and faced my own ‘glass ceilings’. Women have often been my closest work friendships and I believe I have helped guide them and promote them when they reported to me or when I could influence the development of their careers.”

David Quintavalle

Human Resources, US





# Starting from the grassroots



Although Male Allies is relatively new, versions of it have been in existence across Barclays for a few years.

In Singapore, a local VP created Win for Men to get more men involved in the gender agenda, inviting a male Director to join the group as a founding member. Christian Corrigan from Product Control got involved after being inspired by a Win guest speaker at an event. “I was excited to sit around a table of men who were passionate, like me, about gender equality,” he says.

The group got together and created a poster campaign around male speech, asking questions like “Are you bropropriating?” and “Are you mansplaining?” to get male colleagues thinking about their behaviour. They also asked colleagues who were following their wives’ careers around the world to speak at events, and hosted round-table talks to educate their colleagues.

Since its launch, Win for Men has seen a dramatic change in the culture at Barclays. There’s a broader awareness of gender equality, and more conversations about paternity and unconscious bias. As an organic process, it’s extended past the workplace and into homes and communities. Christian describes it as, “A natural feeling that everybody knows they’re supported regardless of culture, religion, background – you have an equal opportunity and choice.”

What started as a small project in Singapore has now become a global initiative. In 2017, we decided that every chapter of our gender network, Win, should have an associated Male Ally stream. We are proud to recognise and endorse the creativity of our colleagues.



## From Singapore, the news spread to Barclays’ global headquarters in London – and so did the movement.

Ryan Clifford, co-chair of Male Allies, has been there from the very start, helping the London Male Allies team to organise a number of events. His personal highlight was an event run by the Executive Director of UN Women, Elizabeth Nyamayaro. “It was a stand-out experience. She was so inspiring,” Ryan says.

This year, the team is organising a TEDx conference, TEDxUCLWomen, taking their work with the gender agenda outside of Barclays to reach a new audience.

“What I’ve loved about Barclays is being involved with the diversity networks, and being part of Win, the gender network, in particular. Throughout my graduate rotations, the Win committee has been a constant and has really been a family to me. To be asked to co-chair Male Allies, whilst still in a junior position, was a real honour.

There are many inspiring women at Barclays, and I’ve been lucky to have some strong women as role models who not only progress their own careers, but also bring people up the organisation with them.”

**Ryan Clifford**

API Product Manager, UK



“After pledging to mentor a female colleague and to help develop female talent within Barclays, I supported a summer intern with her university thesis on the role of women in banking. I’ve also worked in campus recruitment, especially in encouraging women to consider careers in trading. Becoming a HeForShe supporter has enabled me to form a useful framework for consciously recognising and ensuring gender equality.”

**Ryan Gow**

Investment Bank, UK



## Stephanie got involved with both Win and HeForShe when they launched in the US.

“It was an exciting day for me. I couldn’t believe how fortunate I was to be in an organisation that valued diversity so strongly and supported a network to drive gender equality in the workplace.”

As a founding member of her Win chapter, her aim is to get more male colleagues involved in the network. That’s one of the main jobs she’s given to the Male Allies – to promote Win events, bring their friends and stand in solidarity with their female colleagues. As a HeForShe lead, she’s working to make gender equality across the globe a reality. She’s kick-started this in Barclays by reaching out to her colleagues who were already Male Allies and asking them to take the next step. The HeForShe sign-ups almost doubled by doing that alone.

Stephanie set up a brown-bag lunch for all the newly registered HeForShe supporters. “We wanted to find out why they took that step to register, what they wanted to accomplish, what they feel are barriers to accomplishing gender equality in the workplace and what action they could take.” The biggest issue the supporters agreed they were facing is the stigma attached to male gender-equality advocates.

We need to break through that to move forward as a progressive organisation and leave the past stereotypes behind. “One thing we’re doing to try and address the stigma and open people’s eyes, is to have unconscious bias training focused on gender.” Stephanie hopes initiatives like this and the data we collect about gender across the group, will put us in a better place than some of our competitors.



“We need to create an environment where women feel safe and encouraged to take risks.”

**Stephanie Melrose**

Airline Partnership Barclaycard, US

# Male allies around the world



In Hong Kong, engaging men as supporters and drivers of change is vital.

71% of management positions in the city are held by men, and six in seven Hang Seng Index company directors are men.

That's why our Hong Kong team has taken Male Allies outside of Barclays. Anthony Davies, the Chief Executive of our Hong Kong operation, and Senior Relationship Management for Asia Pacific, founded the Leadership Council for Male Allies. It's a group of business leaders who leverage their influence to advance gender equality within their organisations and across the Hong Kong business community. Now, 46 companies in Hong Kong have a steering committee, and have made three commitments to HeForShe. They also have a male-only table at a women's awards night, showing visible solidarity with female colleagues.

By sharing best practice and research, peer-to-peer discussions and pledges to action, the goal is to form a community of male allies across Hong Kong.

Hong Kong's Male Allies from across nearly 50 businesses have shared some of the reasons they joined the group, and the challenges they are hoping to address:

I used to be the one mansplaining [and] interrupting my wife in conversations [...] I now catch myself making assumptions and have become more aware of my micro-behaviours.

“ My female team member gave birth a few weeks ago and now she is back in the office. Because parental leave is only offered to women [as maternity leave], if women take it, it is assumed that they are not serious about work. This is all part of unconscious bias. ”

“ At the beginning, 60% of hires are female, but then when you look at the top it shrinks down to 20%. This fall-rate is quite distressing and honestly, bad for business. I want to change this and create a better environment for my four daughters who one day will work for one of your companies. ”



India is a fast-growing economy where gender issues are still prevalent.

To push forward the HeForShe movement, we formed a cross-location team with partners from each of the four locations. The HeForShe Allies team aims to raise awareness and drive change, both at Barclays and beyond. Through a combination of internal and external programmes designed to retain, attract and develop female talent, they have already achieved many successes. Through their awareness-raising activities, India's HeForShe support base has jumped by 150% over the past 18 months – creating over 3,500 supporters.

An innovative Reverse Mentoring programme gives younger colleagues the chance to educate their more senior colleagues. Introduced by Ashok Lodha, co-chair of Win India and the HeForShe lead for Barclays in Asia, the programme has reached over 500 colleagues. They have created a Reverse Mentoring Handbook, a guide to effective reverse mentoring relationships, which has been rolled out globally.

Ashok has also helped over 40 of our peer companies implement their own gender discussion. And one of his main accomplishments is his work towards women returning from maternity leave at Barclays. He's introduced a Barclays Encore Programme, a three-month paid internship, which offers women returners mentoring and tutoring to improve their existing skillset. It's the first of its kind in Asia and has been so successful that it's being launched in every Barclays office in India.

These programmes have made a big impact: the number of women leaving Barclays has dropped from 24% to 17% over the last year, there has been an uptake in hiring women, and Barclays India has cemented its place in the Top 100 Employers for working women in the Avtar Working Women Survey for the second consecutive year.



“ We need to walk the talk. We all need to practise what we preach and follow the policies we create. We should be leading by example if we want to see a gender-equal world in our lifetime. ”

Ashok Lodha  
Global Markets, India

“ Our male allies are even more enthusiastic about supporting the entire cause and helping us, so we get value for what we do and not how we look or who we are. It's a cause that is very close to every woman's heart. ”

Jayeeta Dutta  
Finance, India



“ I have participated in many diversity events and would encourage others to do the same, especially my male colleagues. I would say that you are sending a strong message about your support to people. That, in turn, gives colleagues greater confidence to raise ideas or address challenges relating to gender equality. ”

Sudeep Sarma  
Head of Asia Research and Global Research Offshoring, Singapore

# Creating a gender network

In 2017, we launched Male Allies globally. But we were only able to do this because we already had a strong network promoting the gender agenda across the world.

Win, the gender network, is our employee network dedicated to increasing representation of women at all levels in the organisation, as well as promoting Barclays externally as an employer of choice. It provides a forum for employees to raise awareness of various challenges and initiatives, engage in development opportunities and to build relationships with colleagues across Barclays and people in the communities where we operate. Membership is open to all colleagues.

The network was originally named the Women's Initiative Network. However, we realised that there weren't enough men actively involved in the conversation on gender equality and many male colleagues weren't aware of the challenges that their female colleagues faced. To engage more men, we rebranded the network to Win, the gender network. This then opened the door for men to join and allowed Male Allies to directly support their female colleagues and challenge inequality in their day-to-day working lives. It's a way of giving men permission to work for equality, establishing a platform for their work. At our 2017 International Women's Day events, we launched Male Allies workstreams in all Win chapters around the world.

## Our aims

- Create and facilitate engaging conversations and debates, leading to higher awareness of gender equality in Barclays
- Provide thought-changing insight and support, to help colleagues take action and progress gender equality, both in and outside of Barclays
- Noticeably build the number of men involved in gender equality activities, measured by Win membership and HeForShe supporters

“I am excited to see the significant increase in support from men across our network. Our Male Allies forum goes from strength to strength, with events and initiatives such as shared parental leave, the male health agenda and male parenting support attended by Barclays male colleagues. We have increasingly more men co-chairing our forums and leading events and I am inspired by their reasons for wanting to support the gender agenda. For women to achieve equality and inclusivity we need the support of men and I would like to encourage more male colleagues to sign up for Win, attend our events and get involved.”

**Caroline Graham**

Head of Legal Business Change Delivery and Co-Chair, Win, the gender network, UK



# Helping male allies to make a difference

To help Male Allies push forward the gender agenda at Barclays, we ask them to pledge to at least one of our commitments:

## Mentor a female colleague, or be mentored by one

Seeing a male colleague supporting or being guided by a senior female allows others to see it as the norm. It challenges gender bias and provides visible role models.



## Develop and engage talent

Ensuring diversity in our teams, encouraging focused career discussions, creating development plans and providing guidance will lead to a shift in the demographics of our senior leaders.



## Invest in the community

Our colleagues can drive our overarching community investment ambition, providing 10 million people with the skills they need to move forward and create a thriving economy by supporting a women or girls' charity. This support helps the next generation gain financial, enterprise and employability skills so they can be self-supporting.



## Become a part of Win, Barclays' gender network

Win is dedicated to maintaining a positive environment of inclusion and is open to men and women. It aims to increase the representation, and decrease the turnover, of women at all levels within the organisation.



## Become a Dynamic Working Champion

Working dynamically creates a more flexible, inclusive work environment. Our Dynamic Working Champions give their colleagues advice and help them improve their work/life balance.



## Monitoring and sustaining our achievements

We look carefully at the composition of our registered HeForShe colleagues so that we can understand how interest in male advocacy for gender equality is developing. This enables us to target resources into

geographical areas of the business and to identify influential individuals who may benefit from additional support in recruiting more men or seeding local initiatives.



# Empowering Dynamic Working, enabling gender opportunities

In 2015, we launched Dynamic Working, a new, innovative way of thinking about and approaching working arrangements. An agile working model that supports a high-performance, high-trust culture, focusing on how colleagues deliver, not how many hours are spent in the office.

Dynamic Working was created to help our colleagues achieve an optimal work/life balance. This can include remote working, changing regular hours and taking career breaks to support colleagues at all stages of their lives, helping them with parenthood, caring, further studies and hobbies. It empowers our employees to work in the way that suits their lives, and meets the needs of the business, and how they work increases engagement and productivity.

Balancing personal and professional priorities is important to everyone. Women often cite flexibility as key in enabling their career progression. Four in ten women in the UK feel nervous about the impact starting a family might have on their career, and half of new mothers felt overlooked for promotions and special projects upon their return to work.<sup>1</sup>

Every stage of life brings new priorities, responsibilities and opportunities. Dynamic Working is much more than an employee benefit: it makes real business sense. The attitude of leaders plays a large part in enabling talented women and men to find individual solutions to integrating their home and working lives. This is one of our strategic priorities at Barclays.

## Dynamic Working stories

Across Barclays, colleagues are choosing Dynamic Working to achieve a better work/life balance. It's supporting both women and men to manage family and professional responsibilities – making a big difference to gender equality. Here are just a few stories from real colleagues.

“Between my full-time role at Barclays and my partner attending college, childcare for our two young children was a problem for us. When my partner's parents became unwell and could no longer look after our children, Barclays was very accommodating. I spoke to my line manager and we arranged that I would work a flexible schedule, through Dynamic Working.”

**Craig Watterson**

Offshore Banking Operations Analyst, UK



“I work flexible hours alongside two other Assistant Managers in the branch. We are fortunate enough to be able to work our hours around our childcare commitments, which allows me to take my children to school and activities. I can be there for my children when they need me, but I can also be in the branch for my colleagues and customers when they need me most. Barclays is great for allowing us this flexibility to have a healthy work/life balance and this works well for us in our branch.”

**Cheryl Aslett**

Omni Channel and Customer Experience, UK

<sup>1</sup>Time to Talk report, PwC, 2018

63%

of colleagues  
now work  
dynamically

91%

of colleagues  
feel they can  
be themselves  
at work

“I took shared parental leave for six months. It gave me the chance to spend lots of time with our son – time I otherwise wouldn't have been able to have. Now that I'm back from shared parental leave, Dynamic Working makes it easier to plan family arrangements around work. I think Dynamic Working may be one of the reasons why my team has quite an equal split of men and women, and more women in senior positions.”

**Chris Taylor**

Legal Risk, Governance and Control, UK

“We can create a schedule that allows our children to take advantage of these opportunities when they come up, and also as a parent, it's wonderful to be able to attend their games and practices so we can watch them in action. At the end of the day, Dynamic Working makes it all work – I can succeed at my job, take care of my kids, and enjoy my life with my family. There is nothing more important to me than that.”

**Megan Pinand**

Co-Brand Partnerships, Barclays Consumer Bank, US

“For me, the impact of being able to balance a great career with being a good mum and wife makes me incredibly happy and content. I am better at my job and better at life when I feel that I can have the tools available to become the very best version of me I can be.”

**Sarah-Jane Walker**

Head of Early Careers, UK

**TIP:** Set up for success

## 1. Don't try to programme or systemise Dynamic Working

Routines, processes and guidelines are part of life within any organisation. But Dynamic Working won't work unless it's flexible and agile. Remember, it's an attitude and culture change, not a policy.

## 2. Have a clear, consistent message

Dynamic Working is not simply working from home – it can mean a range of different ways of working. Communicating that message clearly is key. But as well as sharing what Dynamic Working is, you need to call your team to action. A strong multi-year communications campaign is vital.

## 3. Encourage leadership to set the tone and lead by example

When managers work dynamically themselves, they gain new insights into its benefits and how it works. Furthermore, your employees will be inspired and encouraged when they can see a real example of Dynamic Working in practice.

# Supporting women at Barclays

We have a growing number of initiatives in place that provide opportunities and support for each and every individual to identify, pursue and fulfil their personal and professional goals. Engaging with HeForShe and launching Male Allies across the group have been the catalyst for a much wider set of initiatives to pursue equality.

## Creating career opportunities to attract and retain diverse talent

### Encore Returnship

Encore supports women who have had a career break to return to work through development training, mentorships, networking and a paid 12-week placement. It also matches qualified candidates with open positions across the organisation.

### Apply Within

Focusing on internal mobility provides colleagues with multiple tools and resources to find new career opportunities. By making it simple and easy for colleagues to move internally, we hope to successfully retain and develop colleagues. More broadly, we have policies and practices in place to ensure that all recruitment decisions are fair and candidate shortlists are diverse.

### Women@Barclays

This dedicated intranet portal was developed specifically for female colleagues and line managers to support their career progression and working lives. It's a central source of information, events, learning and development resources and opportunities for women at Barclays.

## Building a pipeline of female leaders through talent management and leadership development

### Global Women in Leadership Conference

This biennial, one-day conference is for all managing director and director-level female colleagues. It's held in three global venues – London, New York and Singapore – and we also live stream it from London to over 4,000 of our mid-level female employees. This conference aims to develop and inspire attendees and viewers through keynote speakers and development workshops.

### Ex-officio leadership roles

In 2016 the Group CEO created ex-officio positions on Executive Committees across the business. These positions are providing development opportunities for our high-potential female leaders and broadening the perspectives and decision-making across our leadership teams.

### VP Accelerator

An accelerator programme for all of our high-potential Vice Presidents, giving them structured, focused career development support to advance within the organisation.

## Sponsorship

Our global sponsorship programme sponsors female directors as they transition into managing directors. It focuses on making sure the candidates have visibility and support throughout our talent management processes and that they are fully equipped to successfully navigate the promotion process. We've also deployed a series of female sponsorship programmes to help female colleagues throughout the business and within every function develop their talent.

## Driving cultural change

### Women in Leadership Index (WIL)

The UK FTSE 100 is sixth in the world for gender-diverse board membership. More needs to be done to improve the representation at this level across the globe. To help the industry meet this goal, the Barclays Women in Leadership Index (WIL) was launched in July 2014. It aims to provide investors with exposure to US-based businesses with gender-diverse executive leadership who meet specific market capitalisation and trading volume thresholds. And our support seems to be working. Since June 2008, the 86 companies in the Women in Leadership Index has outperformed those in the S&P 500 Index.

## In-depth gender research


Research like the Shattering Stereotypes report we created in partnership with the Centre for Entrepreneurs helps us better understand our colleagues, clients and customers. This report delivered insight around female entrepreneurial ambition and helped us identify different thought processes and behaviours, to re-evaluate our client processes.

## International Women's Day

We've also acted to engage our HeForShe members, Barclays colleagues, Male Allies and our customers in International Women's Day, to celebrate female achievement, and to help #PressforProgress. Through a series of regional events, marketing activity and social media, our 2018 International Women's Day activities reached over 1.2 million customers. They also helped increase the number of Barclays HeForShe supporters to 11,000 – that's a year-on-year increase of 57%.

## Dynamic Working

As detailed in this report, Dynamic Working is an innovative way of approaching working arrangements created to help our colleagues achieve an optimal work/life balance. From remote working to changing regular hours and taking career breaks to support different life stages, it promotes a high-performance, high-trust culture and focuses on how colleagues perform, not how many hours are spent in the office.



“A friend of mine who worked for Barclays asked if I'd looked at the Barclays returner programmes. I knew there might be gaps in my CV but to have a supportive environment to get back into work really builds your confidence. I wouldn't have to be in there and up and running on day one. Also, the selection criteria were more straightforward.”

**Gillian Blair**  
Structural Reform Programme, UK





# How to set up and mobilise your own male ally movement

Anyone can engage with HeForShe in the workplace and encouraging proactivity by male allies will bring us one step closer to a gender equal world. Here are actions that you can do today to support equality in the workplace.

- Step 1

Identify a population of early adopters pushing the gender agenda

Colleagues from across the organisation were already involved in positive work on gender. We saw some senior managers pushing for more collaboration between male and female colleagues. These people became some of our earliest advocates as we made our first commitments to HeForShe.
- Step 2

Get them involved and allow them to grow within the structures of your organisation

We held over 15 Male Allies events across the globe and engaged over 500 colleagues. We found there were lots of men who were eager to work with female colleagues towards gender parity. To support them we also launched an online portal where people could sign up and find out more.
- Step 3

Give them the freedom to do things that interest them

At Barclays, we re-launched Win, the gender network, which provides a forum for employees to raise awareness of gender challenges and build relationships. As we opened this to all colleagues, it began to break down perceived gender barriers. Dynamic Working has also helped to re-think working arrangements and level the playing field when juggling work and family life.
- Step 4

Create governance

Creating a gender network, formalising a framework for Dynamic Working, and setting clear and achievable goals for gender parity have all helped to set us on a sustainable path for the future.
- Step 5

Promote their work and achievements within the organisation to raise awareness and so that momentum builds

We look closely at the composition of our HeForShe supporters and target resources to parts of the business that need additional support. This can help to engage more men and to seed local initiatives.

“The starting point of my journey – and I think it will be for many other male colleagues – was saying ‘I believe in equality, I am HeForShe.’ But actually, we should be asking, ‘Am I HeForShe?’”

Akansh Ganeriwala

Client Strategy Team, UK



We made our own commitments to HeForShe, which were all designed to be achievable and measurable, whilst still remaining an ambitious way to work towards a more gender equal organisation. Here are just a few of the things you could consider when making your own commitments to HeForShe.

## Mentorship

A mentor is an informal advisor who provides guidance for career decisions and options. Mentors can provide informal, one-to-one support, and can be a big enabler for gender equality when men and women work together. For women to be more empowered in the workplace, it's crucial to have structured mentorships. Consider developing a reverse mentoring programme where a female colleague provides knowledge, for a male colleague to learn from them.

Also, male and female senior leaders should mentor female talent to help develop a leadership pipeline in your company. Leaders succeed when they have the chance to connect with others and learn. Some male colleagues may be uncomfortable mentoring women – and this has more than tripled in the wake of widespread media reports of sexual harassment.<sup>2</sup> It's important that we don't pull back but continue to support women's careers. Working in small groups is an efficient way of mentoring.

**Tip:** Create a company-wide mentoring programme so that the whole organisation is invested in it.

## Supporting a women or girls' charity

There are a number of organisations working to inspire and empower girls and young women throughout the world that need support. We encourage colleagues to utilise their skills through volunteering.

## Sharing stories

We want to encourage more colleagues to sign up as a HeForShe supporter and to raise awareness of the impact that current HeForShe supporters and male allies have had on the business. We encourage male allies to share their HeForShe stories to showcase the powerful and tangible impact of HeForShe supporters.

<sup>2</sup>Mentor Her survey results, LeanIn.Org and SurveyMonkey, 2018

<sup>3</sup>The Abrasiveness Trap, Fortune.com, 2014

## Actively manage diverse talent

Unconscious bias means that men and women's performance in the workplace is perceived differently. Research shows that women are much more likely to receive negative and critical feedback in performance reviews – in one study, 66% of women received negative feedback compared to just over 1% of men.<sup>3</sup> Recognising and championing the achievements of female colleagues is vital for levelling the playing field and empowering colleagues. Regularly praise colleagues for good work they are doing – remember to be specific and realistic.

**TIP:** Encourage your employees to take part in unconscious bias training.

## Amplify and listen to women

This is something everyone in the workplace can do every day. When you hear a woman at work being talked over, interrupted, or having her ideas co-opted by someone else, speak up to help pass the mic back her way. Validate women's experiences, even if you're feeling called out or are tempted to get defensive.

## Sustain

Mass change doesn't come about overnight. Our Male Allies create small changes that have a ripple effect throughout the wider organisation and make a positive impact on the wider networks that we are part of. We bring our leading Male Allies together regularly at our D&I Centre of Excellence to discuss how we can develop the initiative, extend its reach and deepen its impact. The Male Allies initiative helps men imagine a better world and supports their efforts to create that world, little by little, with their women peers.

**TIP:** Recognise that change will come about incrementally and that existing attitudes may take time to erode.

# Insights and Impact

## Global support

- We provide collateral, including a registration site, membership lists, newsletter, videos, stories, community site, portal and community jams
- We have regular catch-ups with Male Ally Regional Leaders to share best practice
- We support senior leaders to be HeForShe
- Our internal toolkit provides guidance

## Local activation

- Male Ally events
- Gender Intelligence
- Mid-life events
- Parental Leave Q&As
- Unconscious Bias workshops
- Panel events on male vulnerability
- Did you know? sessions
- Client events with fellow HeForShe corporates, universities, and UN Women

## Moving forward

- Launch our external male ally engagement toolkit and gender equality at Barclays whitepaper
- IWD, our HeForShe legacy and #MorePowerfulTogether

## Headlines

21%  
of Win members are men

57%  
of HeForShe supporters are men

67%  
of mentors are men

63%  
of colleagues now work dynamically

91%  
of colleagues feel they can be themselves at work

Over 14,000  
colleagues have attended a half-day unconscious bias workshop

24%  
senior female representation (MD and Director) at the end of 2018, with 1% YoY increases since 2012

Over 12,000  
colleagues and alumni have made more than 17,000 pledges towards gender parity

2,195  
Dynamic Working Champions across Barclays

# Recognition and Partners

## Recognition



## Working in partnership



# Contact us to know more

Whatever your business's size, location or industry, an effective diversity and inclusion strategy could set you apart from the competition. Committing to driving cultural change and striving for gender parity is a critical aspect of developing a diverse and inclusive organisation. If you need advice or inspiration on how to engage men to drive change in your business, our experienced team has a wealth of resources and insights.

## For more information please contact:



Wendy Papworth  
Director, Global Diversity and Inclusion

Wendy is the Head of Diversity and Inclusion for Barclays UK and leads globally on the gender agenda. She currently sits on the Heads of Diversity and Inclusion Council for UK Finance and is Vice Chair and Board member of FACET, a social enterprise for adults with learning disabilities. During her career Wendy has championed dynamic working practices for her teams, her clients and in her own life.

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## Find out more at [barclays.com/diversity](https://barclays.com/diversity)

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