



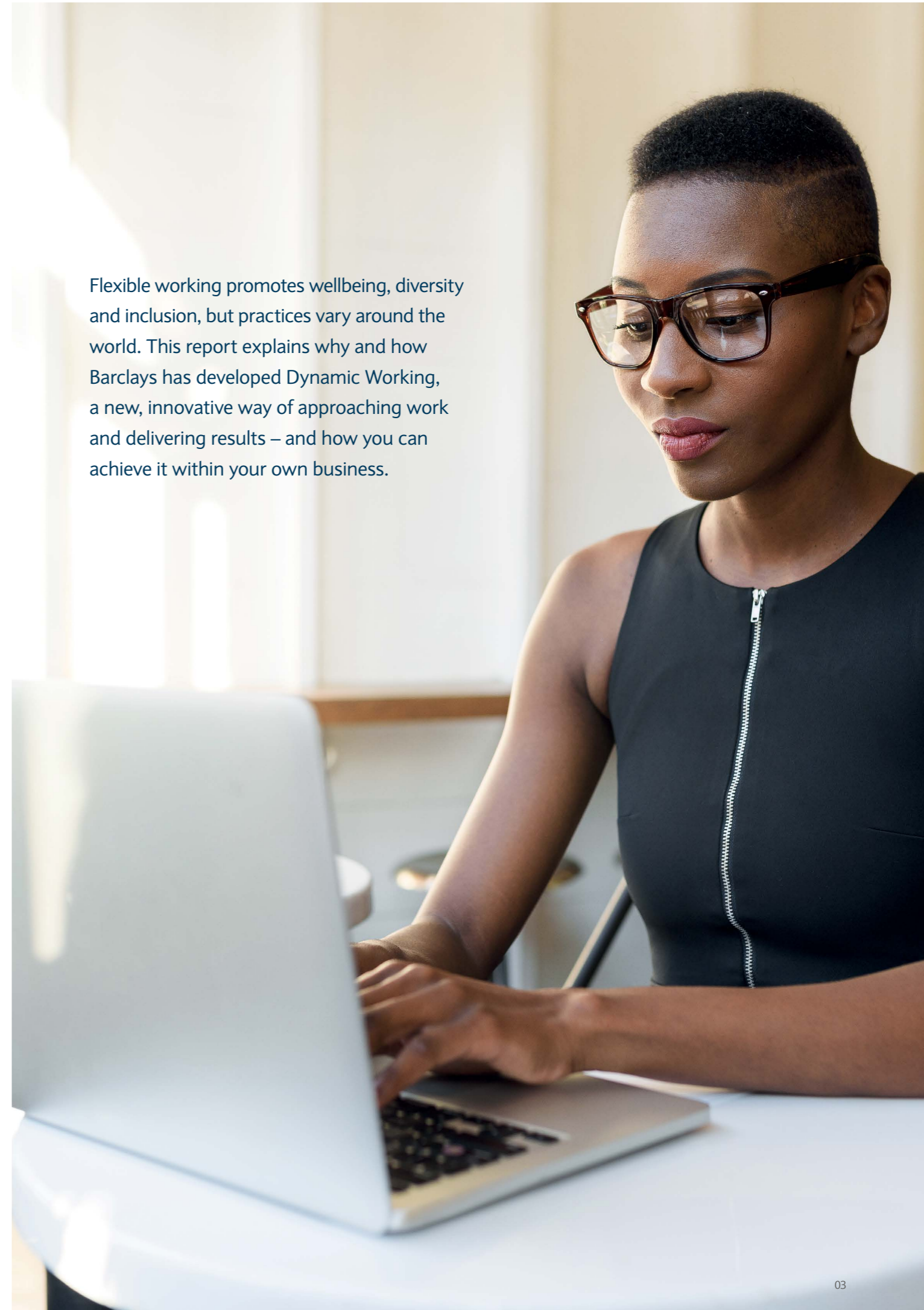
Dynamic Working

How do you work your life?

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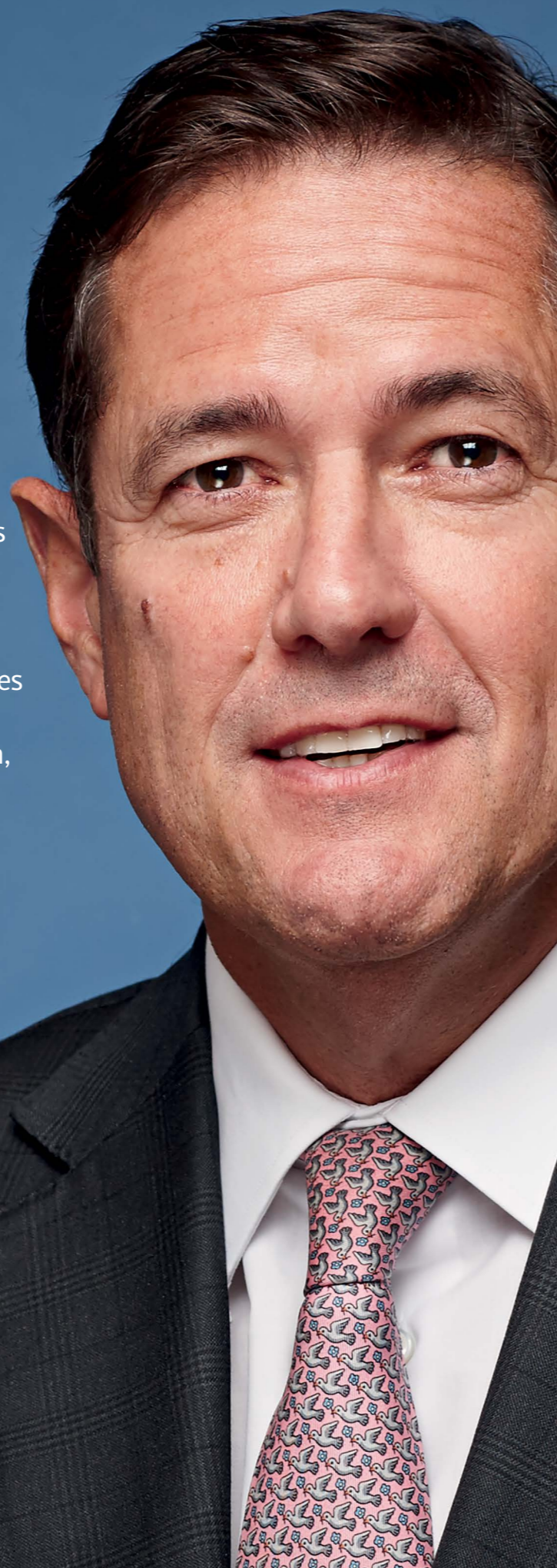
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Flexible working promotes wellbeing, diversity and inclusion, but practices vary around the world. This report explains why and how Barclays has developed Dynamic Working, a new, innovative way of approaching work and delivering results – and how you can achieve it within your own business.



“ Barclays will succeed only if we relentlessly focus on building and maintaining a diverse and inclusive environment. An environment that values experience and empowers colleagues to prioritise their professional and personal lives is one that allows us all to succeed together. Dynamic Working offers colleagues an opportunity to design their own work patterns. Enabling people to decide when, where and how they work helps increase engagement and productivity. ”

Jes Staley
CEO



The way we work is changing for good

Dynamic Working is about having a dynamic career – at Barclays, and everywhere.

Welcome to our first Dynamic Working report. A key aspect of our evolution to ensure we remain relevant as a business and employer is our commitment to creating a diverse and inclusive workplace. In such an environment, everyone's value is recognised and every employee has the same opportunities to fulfil their career potential. We want to share how we do it, and how it can work for you.

Dynamic Working is the flagship initiative of the Multigenerational agenda at Barclays – one of the five pillars of our Diversity and Inclusion strategy. It is a new, innovative way of thinking about and approaching working arrangements: a flexible working model that supports a high-performance, high-trust culture focusing on how you perform and not how many hours you spend in the office.

Dynamic Working has been created to help our colleagues achieve an optimal work/life culture. We launched Dynamic Working globally in 2015. Since then we have supported every Barclays business unit across the globe to tailor working arrangements to suit the real-life needs of their own people and stakeholders.

This report provides a detailed insight into not only what Dynamic Working is and how we are making it an integral part of life at Barclays, but also why we developed the Dynamic Working initiative and its importance to us as an organisation. We aim for this report to be a way of looking back at how far we've come, and showing how Dynamic Working is a fundamental enabler in creating a diverse, inclusive and engaged culture that works for everyone at Barclays. And we'll show you how to make it work for your business, so you can experience these benefits too.



Mark McLane
Head of Global Diversity
and Inclusion

The Global Picture

Across the world flexible working is usually viewed as a benefit for working mothers.

We launched Dynamic Working to remove gender bias associated with flexible working and empower all employees to have a dynamic career.

2014



November

Dynamic Working is conceived and piloted in the UK

2015



September

Barclays is named one of the Top 10 Employers for Working Families



March

We record videos with senior leaders Deborah Ho, Greg Warland, Matt Hammerstein and Sally Clark, which show how Dynamic Working is working for them and their teams

2016

Barclays Dynamic Working Champions increased by **226%**

March

Dynamic Working is integrated with resourcing, and now features on all job adverts

Our digital careers resource is launched

2017

Three years of Dynamic Working. And it's just the beginning.

Making the decision to launch Dynamic Working globally was a huge undertaking.

We started with the basics: setting up Dynamic Working inside the business. Because it isn't a formal HR policy, we couldn't simply fit it into our existing HR system. We had to create a whole new framework for Dynamic Working, and work everything else around it.

June Global launch

Our global launch campaign for Dynamic Working centred around the theme 'How do you work your life?' It was all about introducing a new attitude towards the way we work, and empowering our colleagues to design a way of working that truly works for them and our business. To do this, we:

- placed huge clocks at five major Barclays centres in London, New York, Mumbai, Johannesburg and Singapore. Expressing the number of hours worked dynamically across the business, the clocks prompted visitors to ask, "What is Dynamic Working?" and, "How am I working my life?"
- held line manager clinics, where managers educated other managers about how Dynamic Working can work for themselves and their teams. This peer learning approach was one of the most innovative and effective elements of our campaign
- established and recruited Dynamic Working Champions – volunteers from within our own business who act as role models and mentors to line managers and colleagues
- created a dedicated Dynamic Working portal and colleagues began to share stories on MySite, our online colleague community.



October

Dynamic working month

Barclays hosts our first-ever Dynamic Working Month, with special events for UK National Work Life Week and UN International Day of Older Persons

October

Dynamic working month

13 senior leaders share their experiences of Dynamic Working during the 2017 Dynamic Working month, launching our rejuvenation campaign

Barclays remains one of the Top 10 Employers for Working Families



Launch campaign

Why Dynamic Working?

Dynamic Working is a win-win: empowering our colleagues to work in the way that suits their lives, and supporting our business to better serve our customers' and clients' needs.



Let's be very clear: Dynamic Working is not flexi-time rebranded. It is not defined by policy – there is no governance model. Instead it is agile, attitudinal and about empowering conversations around what is possible. Dynamic Working is an initiative, not a structured programme. This makes it powerful, but also initially challenging, to introduce and establish.

As individuals, we like structure and regulation, and in a highly regulated sector this is even more relevant. However, at Barclays we have a very clearly defined ambition to be an inclusive organisation where every individual has the opportunity to discover and reach their potential. We recognise that the world is changing.

To be truly inclusive we have to embrace change and understand the role we play in business, society and the community. To make this happen, we've had to change the way we think about and approach structuring working arrangements. Dynamic Working supports colleagues across generations, gender, sexual orientation, and every aspect of diversity.

The reality was that people in our organisation were already working dynamically, having proactively negotiated arrangements with their line managers. These managers recognised that flexibility would positively impact our colleagues' productivity,

commitment, sense of belonging and brand loyalty. What we did, and continue to do, is refine how we empower this attitude and confidence across every aspect of our business. We identified that this requires mentorship and understanding rather than process and programming. Our colleagues who work dynamically share their experiences, providing the inspiration and 'instructions' for others.

Harnessing peer-to-peer help, advice, assistance and encouragement by tapping into our colleagues' experiences and understanding is what drives change and success. It also fuels our collective confidence to

change our culture and attitude about the ways we work. What's more, the positive impacts on our people, our teams, our business, and our brand can be seen and felt. Today, Barclays colleagues who work dynamically are five points above our overall score for sustainable engagement.



“ One of our strategic priorities is to be seen and experienced as a great place to work, and the feedback we get from colleagues shows a direct link between flexibility and people feeling more engaged. That has a knock-on effect with productivity and staff retention, so we actively seek to create an environment that's inclusive. We call it Dynamic Working. It's about integrating your professional and personal life and defining your individual working arrangement. ”

Tristram Roberts
Group Human Resources Director

Fact or fiction?

During Dynamic Working month in October 2017 we ran a series of workshops to engage colleagues, line managers and Dynamic Working Champions. As part of the workshops, we introduced a game called 'Dynamic Working fact or fiction?'

It featured a pack of cards with different Dynamic Working scenarios – from going rock climbing to caring for children, and even wishing the Queen happy birthday in person through Dynamic Working. As a team, colleagues had to decide if each card was a real Dynamic Working arrangement, or a made up one, and the team with the most correct answers would win. But there was a twist: all of the scenarios were factual. The game was very popular and helped to challenge perceptions of what's possible with Dynamic Working.



The benefits of Dynamic Working

We recognise that our colleagues play many different roles in their lives.

Every stage of life brings new priorities, responsibilities and opportunities. Having flexibility around when, where and how colleagues work can help them integrate their professional and personal lives and fulfil all of their roles more easily. But Dynamic Working is much more than an employee benefit: it makes real business sense.

4,000
managers
attended Dynamic
Working training

¹Centre for Economics and Business Research, The productive value of the untapped workforce: A study into the potential economic impacts of a flexible working culture, November 2014.

²Oxford Economics and Unum, The Cost of Brain Drain: Understanding the financial impact of staff turnover, February 2014.

³Barclays, Your View Survey, 2017.

⁴Action for Rail, UK commuters spend up to 6 times as much of their salary on rail fares as other European passengers, January 2017.

⁵Powownow, Ultimate Guide to Flexible Working for Employers, March 2016.

Increases productivity

Flexible working has the potential to add £11.5bn to the UK economy every year through the more productive use of available working hours.¹ UK commuters currently spend over half a billion hours travelling to and from work every year – hours that they could spend working dynamically from home.¹

Could add
£11.5bn
to the UK economy
every year

Supports staff retention

Staff turnover impacts more than your company's morale; one study suggests the real cost of replacing one staff member is around £30,000.² Dynamic Working is a useful tool for retaining key talent, because it means you can adapt when changes happen throughout their lives. This has a big impact on loyalty: 79% of colleagues who work dynamically say they feel a strong sense of belonging at Barclays.³

79%
feel a strong sense
of belonging

Improves employee engagement

Employee engagement is a strategic enabler. Fully engaged employees are more committed to work, driving client and shareholder satisfaction. At Barclays the sustainable engagement of colleagues who currently work dynamically is 83% – five points higher than our overall score.²

83%
sustainable engagement
of colleagues who work
dynamically

Benefits employees financially

Through flexible working, UK workers could save £3.8bn in reduced commuting costs.¹ With UK workers on average salaries spending up to 14% of their income on rail fares,⁴ this would be a significant financial gain for individuals – and an excellent benefit for you to offer them.

£3.8bn
could be saved by
UK workers

Improves morale

Boosting your team's morale is one of the most powerful things you can do to improve productivity, commitment and loyalty. Our colleagues who work dynamically score higher for enthusiasm and job satisfaction, with 87% saying they would recommend Barclays as a good place to work.³ And it's not just Barclays – in a survey of 1,000 employers, 70% said that flexible working helped to improve company morale.⁵

87%
would recommend
working at Barclays

Supports inclusivity

When viewed only as a benefit for a certain group – for example, working mothers – employees who work dynamically can feel marginalised. But when everyone uses Dynamic Working to balance their professional and personal lives, it levels the playing field and removes gender bias from our culture.

Boosts recruitment

With businesses competing for an increasingly diverse talent pool, finding benefits that attract talent from all backgrounds and generations is vital. Flexible working has such a broad appeal that over 60% of employers say it's key to staying competitive.⁵

60%
of employers say
flexible working is key to
staying competitive

Improves accountability

Dynamic Working empowers our colleagues to manage their own workload, increasing their sense of ownership and accountability. And as remote working has fewer distractions than an office environment, colleagues can focus more; 82% of workers say that they are more productive when they are working flexibly.⁵

82%
workers say they
are more productive

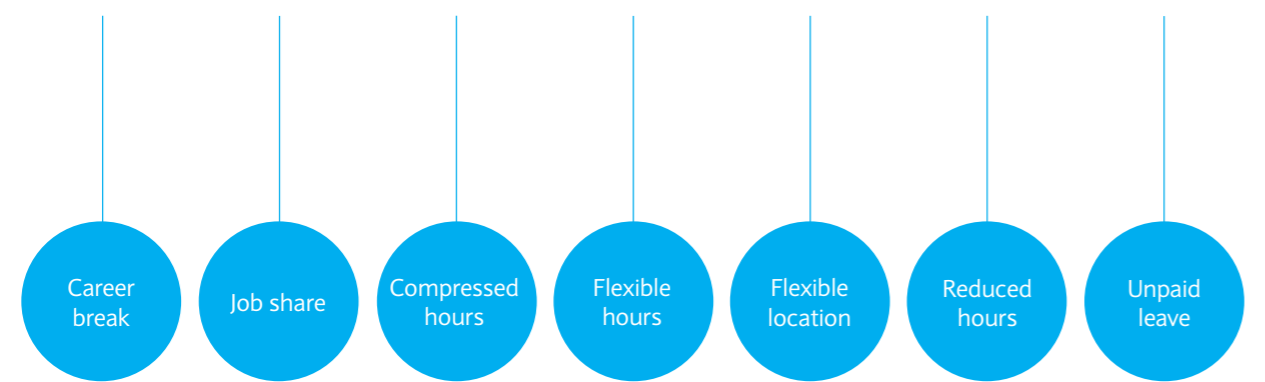
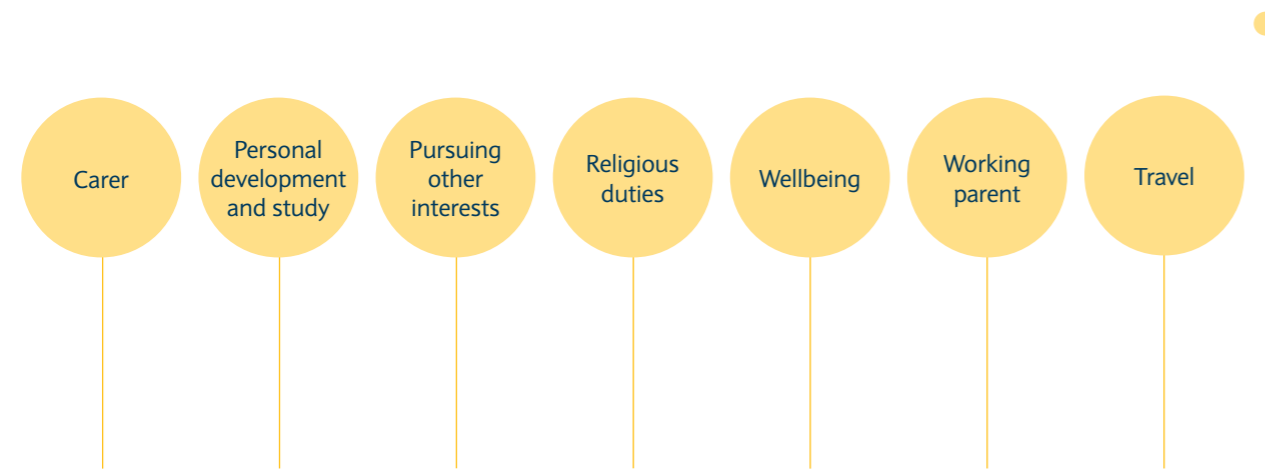
Helps you better serve your clients

As a transatlantic bank, we have clients and colleagues across the globe, living and working in different time zones. With Dynamic Working, we can provide extended cover as colleagues choose to work outside normal office hours. It also provides us with contingency time, which can be useful for meeting deadlines or overcoming problems.

What is Dynamic Working?

Dynamic Working is wide-ranging. Whatever the reason a colleague wants to work dynamically, we strive to find an arrangement that works around their life and meets the needs of the business. We do this in two distinct ways: formally and informally.

Reasons for Dynamic Working



Types of Dynamic Working

Typically, any arrangement that impacts the terms and conditions of employment will require a Flexible Working Arrangement (FWA), a formal policy outlining the amendments to the employment contract.

An FWA is needed for arrangements that alter working hours, such as job shares and compressed hours, but it can also be put in place when the arrangement has a consistent, agreed-upon schedule. If a Dynamic Working arrangement will not affect the employment contract, it can be agreed informally with the line manager.

For example, working from home once a week is an informal arrangement, as it will not impact the number of working hours and days. However, a colleague can formalise a non-contractual change if they wish.

At Barclays around 90% of Dynamic Working is informal.



Amanda Potter

Teaching Greek mythology, completing my PhD and being a Research Fellow, all because of Dynamic Working

“Having a flexible approach to the working day helps me to manage my work, research and Citizenship commitments.”



Mark Young

Dynamic Working allowed me to provide the necessary practical and emotional support to my daughter through her GCSEs

“I’m a proud father, who thankfully got a career break to support my daughter at a pivotal time as she was approaching her exams.”



Yvonne Morris

Dynamic Working to de-stress and get organised with my step-dad’s care

“Now I work four days a week, with Wednesdays off. I can take my time and organise things properly, instead of trying to squeeze it into my lunch hour.”

Solutions that benefit everyone

Across Barclays, colleagues are choosing Dynamic Working to achieve a better work/life balance – and it’s benefiting business, too. Here are just a few stories from real colleagues.



Michael Stevens

Dynamic Working helped me lose eight stone, and helped my daughter pursue her football passion

“A doctor told me that by losing the weight I had probably added 20 years back onto my life... Had it not been for Barclays allowing me to spend time with my daughter to play football I might not have changed my lifestyle.”



Sharon Davies

Dynamic Working provided me the opportunity to take a career break

“As a breast cancer survivor, taking a break allowed me to continue to heal.”



Allen Simpson

Dynamic Working allowed me to judge jam competitions and spend evenings at events as a Labour MP candidate

“My line manager was an excellent source of support and confidence.”



Shazia Choudary

Dynamic Working allowed me to observe Ramadan and keep up with my family commitments

“As a direct result of my flexible arrangements at work, I was able to enjoy an adequate amount of rest and still be productive at work.”

What makes Dynamic Working a challenge?

Making Dynamic Working integral to our way of working was an ambitious project. Since launching our campaign, we've identified and overcome a number of challenges, and we've learned a lot along the way.

“As soon as we started providing it, I noticed that the productivity and morale of the team increased significantly.”

Raj Kedda

“It is the technology provided by Barclays which makes working from home so easy and productive.”

Steve Bardsley

“I can see a more positive outlook around the work/life balance. It's a cliché but it's true: we can work remotely and we can work better.”

Steve McDowell

“Helen works compressed hours of five days in four. This helps to better service clients either side of our core hours and gives us a bit more flexibility in coverage of phones.”

Adele Bohan

Perceptions of flexible working

By far our biggest challenge to embedding Dynamic Working within our culture has been increasing the acceptance of workplace flexibility by both colleagues and managers. In fact, that is the reason we launched our campaign in 2015; although we have had a flexible working policy in place for years, the feedback we received showed us that most colleagues believed it was only an accommodation for working mothers. Since then we have created a huge culture shift and are striving to remove the gender bias associated with flexible working. Today 87% of colleagues feel able to have a positive conversation with their line manager about working dynamically.

Lack of awareness

Dynamic Working is a new way of working. It encompasses a huge range of ways to work more productively, and reasons for doing it. Communicating its agile and unstructured nature was key to raising awareness – empowering managers to confidently implement Dynamic Working within their teams, and inspiring our colleagues to believe that it can work for them. In early 2017 18% of colleagues across the Barclays Group were unsure if they were able to work dynamically. Now, that figure has dropped to just 10%.

Ability to serve clients

When we first launched Dynamic Working, one of the major misconceptions people had was that it could have a negative impact on their careers and how we serve our customers and clients. We believe communication is key to Dynamic Working and, teamed with the right technology and working arrangements, we have continued to provide high levels of service. In fact, our clients have benefited. Colleagues flexing their hours can now provide coverage outside of core hours, which is especially useful for international clients. Other colleagues have used Dynamic Working to travel and gain cultural awareness, or to focus on professional development, gaining new skills that enhance our client relationships.

Data around Dynamic Working

To change perceptions across the company and across the industry, we needed to gain data about just how powerful Dynamic Working is. Encompassing both formal and informal ways of working. We took steps to integrate Dynamic Working into our employee opinion survey as a tool to track impact and engagement levels associated with Dynamic Working. Today over 48,300 (57%) colleagues report working dynamically and have higher sustainable engagement levels than colleagues who do not.

Lack of technology

Flexibility in location is one of the most popular ways to work dynamically. Technology is a key enabler for working effectively outside the office, which is why we've prioritised putting the right equipment and processes in place. We continue to upskill our line managers and Dynamic Working Champions in best practices for remote working, empowering them to give colleagues advice on how to use technology for Dynamic Working. Our ongoing commitment to technology has helped to transform Barclays into a more accessible, inclusive environment.

How you can make Dynamic Working work

Having pioneered Dynamic Working, and seen it grow across the past few years, we believe that the model we have developed can hugely benefit other businesses. Here's our guidance for making it work in your organisation.

Identify the key challenges

Empower and equip managers

Managers should be your biggest asset for implementing Dynamic Working across all departments and locations of your organisation. They will be making decisions around working dynamically, but they may be among the most concerned about shaking up the traditional 9 to 5. Giving managers the tools and information they need will empower them to be confident about doing the right thing with their teams. It will reassure them that Dynamic Working is not about saying yes to every request, but about having a conversation and finding a solution that benefits the business and the individual.

Bust the myths

Before we launched our Dynamic Working campaign there were some misconceptions around flexible working arrangements. The most prevalent were that Dynamic Working was only for mothers with young children, and that if a colleague worked dynamically it would seem as if they had disengaged. Unless you tackle these myths head on, your employees will not self-identify as needing to work dynamically, or will be too afraid to ask about it.

Help everyone see just how good it is for business

When we first introduced Dynamic Working, we found that both managers and colleagues were concerned about how it would impact business. That's why we started to collate and share data that proves Dynamic Working is a smart business decision. It improved awareness, confidence and uptake. Sharing this report with your leadership team can help you make the first step.



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 is flexible and agile. Remember, it is 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.

Our Dynamic Working culture makes us an employer of choice

4.

Appoint and empower Champions to sustain a movement

Dynamic Working is all about changing your organisation's culture – from senior management down to the grassroots. Peer learning is one of the most effective ways to share the message. When you appoint Dynamic Working Champions, you will gain a team of advocates who can provide staff with informal advice, guidance and support.

We are a top 10 UK employer for Working Families

5.

Develop messaging, communications and training that encourage individuals to self-identify, and establishes a culture of confidence

It takes time to change workplace culture – and that's what Dynamic Working will do. Developing a campaign that works for your organisation is an ongoing task that requires experience, understanding and interpreting data. This report can help you begin, but we can help if you need more information.

Summary

“ Through Dynamic Working we are actively addressing the diverse needs of a rapidly changing workforce in India by designing a great working environment for our colleagues, to support them in building a diversity and inclusion conscious ecosystem. ”

Uma Krishnan
Co-CEO, Barclays Global Service Centre India

Dynamic Working is the flagship initiative of our Multigenerational agenda; one of the five pillars of our Diversity and Inclusion strategy. It is an agile, future-facing initiative and approach to managing a work culture that empowers individual colleagues. Dynamic Working was developed within the organisation's Diversity and Inclusion function and is managed and driven by the Multigenerational Diversity and Inclusion team.

Our colleagues span five generations, representing diverse needs, values and perspectives.

However, across generations the ability to maintain a work/life balance is a key theme. That's why we created Dynamic Working, our flagship campaign for the multigenerational agenda, to support colleagues at all stages of their lives with parenthood, caring, further studies, and any other personal commitments.

Dynamic Working also sits alongside our wellbeing initiative, acting as a powerful way for colleagues to exercise, reduce stress, maintain good family relationships, and pursue other interests that enrich their lives.

Contact us to know more

An effective diversity and inclusion strategy can strengthen your position as a progressive employer when recruiting new talent, enable you to connect with all parts of your customer base, and remove barriers in the workplace that obstruct productivity and engagement. Embracing diversity, wellbeing and new ways of working is key to staying competitive. And it's something we understand. If you need an experienced voice to inspire and guide your business through Dynamic Working, get in touch.

For more information please contact:



Mark McLane
Head of Global Diversity and Inclusion

As the Head of Global Diversity and Inclusion for Barclays PLC, Mark McLane is responsible for designing a global diversity and inclusion strategy that takes advantage of organisational strengths, remains nimble in an ever-changing global business climate, and enables Barclays to maintain a competitive advantage by driving innovation.

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Nikunj Upadhyay
Head of Multigenerational Agenda

Nikunj Upadhyay heads up the Multigenerational agenda at Barclays, one of the five pillars in the organisation's global Diversity and Inclusion (D&I) strategy. Nikunj is responsible for developing and driving the Multigenerational agenda strategically across Barclays to drive effective results, and aligning business metrics to the goal of becoming the employer of choice across talents in various life stages.

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Find out more at
barclays.com/diversity

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