

HOW **BABY BOOMERS** ARE
RECLAIMING **THEIR CAREERS**

PRACTICING
INCLUSIVE ETIQUETTE

THE QUEST FOR
TRANSGENDER INCLUSION

INCLUSION

*Creating Globally Inclusive &
Culturally Competent Workplaces*

WINTER 2017 + ISSUE 2



BARCLAYS'S

**MARK
MCLANE**

Leading the charge
on implementing
inclusive practices



Mark Q. McLane

Managing Director, Diversity and Inclusion,
Barclays PLC

MARK McLANE IS THE HEAD OF GLOBAL diversity and inclusion for international financial services provider Barclays PLC. He is responsible for leading a global D&I strategy that will strengthen the organization and its goals, be responsive in the ever-changing global business climate, and enable Barclays to leverage this strategy to bring innovation to its customers. The firm has garnered numerous recognitions for its forward-thinking diversity initiatives.

Barclays's pioneering diversity initiatives are fresh, bold, and effective.

Prior to working at Barclays, McLane was the director of diversity and inclusion for Booz Allen Hamilton, a leading professional services firm. He also served as the chief diversity officer for Whirlpool Corporation, where McLane implemented the corporation's first global D&I strategy.

McLane is a member of the board of directors for Business Disability International and serves on the Radius advisory board, Women in Recruitment executive committee, Out Leadership leadership committee, and Gay Star Business advisory board. In 2014 and 2015, he was recognized on *The Guardian's* global LGBT power list and *The Financial Times'* list of 100 LGBT business leaders in London and was named to the top 50 global diversity executives by *The Economist*.

McLane holds a BS in business management from the University of Scranton in Pennsylvania.

INCLUSION: What are some special initiatives that your company is engaged in now to maximize inclusion with your team?

Mark McLane: Barclays launched its global D&I strategy five years ago, and I'm proud of what we've achieved. I believe our brave, no-compromising approach has fueled our success. We were the first bank to have a female branch manager, and the first to roll out "talking" ATMs at scale in the UK. Over 80 percent of

We mounted our first social media campaign to encourage men and boys to join Barclays colleagues in becoming HeForShe supporters. We invited [them] to become visible feminists.

this year, we took the campaign external, in partnership with the Lord Mayor of London. By launching the “This is Me in the City” version, we are influencing other organizations in the City of London to talk about mental health in the workplace. After all, as research from Mind [a leading UK mental health charity] shows, one in four people in any given year experiences a mental health issue. We aim to reduce the stigma around mental health in the workplace and to raise awareness of staff well-being. Today, more than 60 companies are involved in launching their own internal campaign with their colleagues.

Barclays is one of 10 corporate organizations, and the only financial services institution, to be invited by the UN to be a HeForShe IMPACT 10x10x10 Champion. HeForShe is a solidarity campaign for gender equality. Its goal is to engage men and boys as agents of change for the achievement of gender equality and women’s rights, by encouraging them to take action against negative inequalities faced by women and girls. We have 5,000-plus colleagues who have signed up as HeForShe supporters. Jes Staley, Barclays Group CEO, and John McFarlane, our chairman, are both HeForShe Champions.

IN: How has Barclays focused on D&I for the LGBT community in recent years?

MM: The Barclays Spectrum network focuses on supporting lesbian, gay, bisexual, and transgender colleagues within Barclays. Membership is open to all employees who are interested in supporting the LGBT community. Our internal Spectrum Allies campaign has raised global awareness of the crucial role of allies [non-LGBT employees] in challenging homophobia, biphobia, and transphobia, and educating others on the importance of equality. The number of allies has risen from 500 to 6,500-plus in the last year alone with the issuance of our Spectrum Allies lanyards during International Day Against Homophobia, Transphobia, and Biphobia. The lanyards are ways to make allies visible and show that Barclays is a welcoming, inclusive workplace.

IN: How has your approach to D&I changed in the last 10 years? How have the field and thinking and best practices changed around D&I?

our ATMs have this functionality. We were pioneers in issuing high-visibility debit cards in the UK to ensure greater accessibility. Barclays’ innovative spirit and “first to market” desire are part of a long legacy of recognizing the vital role that diversity and inclusion play in our business.

An example of this approach is Barclays’ “This is Me” campaign focused on mental health and wellness, which is in its third consecutive year. We have seen improved awareness and resources having a positive impact on the retention of colleagues returning to work after a mental health-related absence. Earlier

MM: My approach to D&I has been fundamentally consistent. I have always focused on being the bridge between human resources and the business.

I believe it is imperative for the success of a D&I strategy to be able to actively provide our colleagues and customers with the brand experience that they expect. This commerciality of our strategy is exemplified through the work Barclays is doing on accessibility and innovation. We have an ethos that a solution for one is an opportunity for many. This ethos plays out in our commitment to building accessibility competency across all aspects of the Barclays business. For example, we launched online British sign language interpretation services in our retail bank branches in the UK and then made this same service available to our recruiting teams to be used on campuses during graduate recruiting periods.

IN: How does Barclays use technology and social media to enhance D&I initiatives?

MM: A social media approach is key for Barclays to advancing our D&I strategy. We live in a global world, and colleagues and customers around the globe are interested in what we are doing as it relates to D&I. Social media gives us the platform by which we can inform and include those colleagues and customers. Examples of this would include the use of our ATM network to promote our support and sponsorship of the HeForShe campaign with the United Nations, our headline sponsorship of London Pride, and our support of the Age of No Retirement campaign.

During International Women’s Day this year, we mounted our first social media campaign to encourage men and boys around the world to join Barclays colleagues in becoming HeForShe supporters. In essence we invited men and boys to become visible feminists. This campaign garnered over 896,000 impressions on Barclays.com, Twitter, Facebook, and YouTube. It was also our opportunity to share the Barclays leadership HeForShe video on YouTube (www.youtube.com/watch?v=g7l9mu96Zq8).

With Pride in London, of which Barclays is the headline sponsor, we leveraged our social media channels to launch the #nofilter

campaign asking our retail bank customers to share their stories of what living life with no filter meant to them. The winners were then invited to a conference to engage in an open conversation about living life with #nofilter and participate in a panel discussion with out rugby star Gareth Thomas.

IN: How is your company addressing work-life balance?

MM: In June 2015, we launched our Dynamic Working campaign globally. This colleague-led campaign asks “How do you work your life?” This tagline is meant to expand the idea of work-life balance to be more than just flexible, working toward understanding all the assets that are available to colleagues and encouraging them to take the greatest advantage of these assets across all aspects of their career and life stages.

Dynamic Working enables colleagues to have an open dialogue with their line managers about what will make them more productive and engaged. It also provides managers with the tools not only to have the conversation but to effectively address the diverse needs of their teams.

Colleagues around the world are sharing their stories of what Dynamic Working means to them, including how to successfully take a career break, how they integrate citizenship/volunteering opportunities into their careers, the importance of health and wellness in their lives, and being a first-time parent or caregiver. This in turn enables peer-to-peer conversations around successfully navigating life and career events and enabling colleagues to design their bespoke solutions on how they work their lives.

IN: How will your role change in the next five years? Will more be expected of chief diversity officers, or will the chief diversity officer role go away?

MM: The role of the CDO will continue to address the societal issues we face as individuals and as a business. As societies evolve, these challenges evolve as well, requiring CDOs not only to work on the existing issues but also to help the organization to transition well into the future. I compare the CDO role to that of the CMO [chief marketing officer] in that a CMO

With Pride in London, we leveraged our social media channels to launch the #nofilter campaign, asking our retail bank customers to share their stories of what living life with no filter meant to them.

understands and assists the organization in addressing the ever-changing demands of our customers, and the CDO should be in step with the CMO in delivering that same brand promise to our colleagues, driving insights about our customers and providing the business with opportunities to innovatively reach the changing demographics in the markets in which we conduct business.

IN: How do you cultivate a diverse talent pipeline?

MM: Cultivating a diverse talent pipeline is achieved by embedding diversity into the talent management process. It is achieved by recognizing that talent

management is the tool by which we will enhance the diversity of our leadership cadre and become more effective and inclusive talent leaders. Additionally we must analyze and track our hiring, promotion, and attrition practices to ensure that talent management is data driven to achieve the diversity of leadership that we desire.

At Barclays we’re trying to achieve this in multiple ways. The first is that we put all managing directors and directors, globally, through a half-day leadership development program in which they underwent unconscious bias training to help leaders understand their own unconscious bias and manage the same, to be more inclusive talent leaders.

Barclays has also issued a target of women at our board level of 33 percent by 2020 and in senior leadership of 26 percent by 2018. We define senior leadership as an aggregate of managing director and director levels, thus clearly aligning to talent pipeline management. We have instituted a predictive analytics model that defines how our hiring, promotion, and attrition management must be changed to meet our goals. Utilizing predictive analytics has changed our view of diversity to forward looking versus the traditional approach of waiting until we report diversity statistics at the end of the quarter or year, and as such is having a positive impact on our talent management process.

IN: For a number of years, practitioners of diversity and inclusion have been making the business case for D&I. Do you think this message is sinking in?

MM: I think the time for making the business case has well passed. By this I mean that the data supporting the business case is comprehensive and plentiful and has been validated by many experts across the industry. The organizations that recognize this data and have internalized its value are the organizations that are taking advantage of being market leaders in their industries. They are much more in tune with their customers, are driving innovation through a diverse and engaged employee base, and are ultimately building brand advocacy that will last across a diverse customer base that recognizes their commitment. **IN**