

COME **BACK** TO WORK

THE NEW MAGAZINE FOR HR DIRECTORS

Views from the **TOP**

Two 'Heads of' talk about tapping into female talent

25 *top tips*

Considerations for starting apprentice, returner and alumni programmes

WHICH WAY BACK?

Four women. Four ways.

“” *It's been life-changing*

One woman's experience as an adult apprentice

CAREERS CUT SHORT

The stats you NEED to know

BACK FOR GOOD

Why getting women back to work *really* works

Sponsored by



Back to you



We recognise and value the skills and experience that women of all life stages can bring to our business. That's why Barclays has a number of initiatives in place to support women in staging a comeback – whether they're starting out, coming back after a break, starting afresh or returning to the boardroom. You could too.

[Find out how we're getting women back into work at home.barclays/careers](https://home.barclays/careers)

[Stage a comeback](#)



FROM THE EDITOR

As HR professionals, one of our challenges is attracting the right people to our organisations in the midst of the UK's chronic skills gap. Where do we look? How do we develop the talent that we find? What can we do to attract back the individuals we have helped to nurture but who have since left our organisation? In short, how do we ensure that we're fit for the future?

Of course, there is no single answer and we each have our own ideas and initiatives to address these points. Yet one significant area of talent and opportunity that a growing number of organisations are focusing on is women.

From my position on the Women's Business Council, I'm aware that there are currently 2.3 million women who are not working yet want to work and a further 1.3 million who want to work more hours.¹ They want work. Work wants them. It seems simple but identifying, accessing and unlocking talent is anything but.

So, in the spirit of sharing knowledge, in this very first issue of COME BACK we have explored and collated initiatives, personal stories and expert opinions on how to stage a comeback for women at various life stages.

I myself have been inspired by what's in these pages. I do hope that you will be too and that, through this publication, we can gain new ideas and tools that will enable us to put infrastructure in place to realise untapped potential and get developed talent back into business – with benefits all round.



A handwritten signature in black ink that reads 'L Atkin'.

Lynne Atkin
Editor

Women's Business Council member.
HR Director and Head of Employee Relations at Barclays Bank PLC.

Got a story for us? Get in touch at BarclaysEmployability@barclayscorp.com

¹womensbusinesscouncil.dcms.gov.uk

Contents

- 04** Careers cut short
The facts
- 06** Voices of experience
Q&A with two 'Heads of'
- 08** Staging a comeback
Programme overview

Alumni

Starting out and getting on

- 10** Back in touch
The case for an alumni programme
- 12** Alumni Network 101
Who, what and how
- 14** Tracy's alumni story
- 16** Sarah's alumni story
- 18** Considerations for starting
an alumni programme

Returners

Helping senior execs stay on

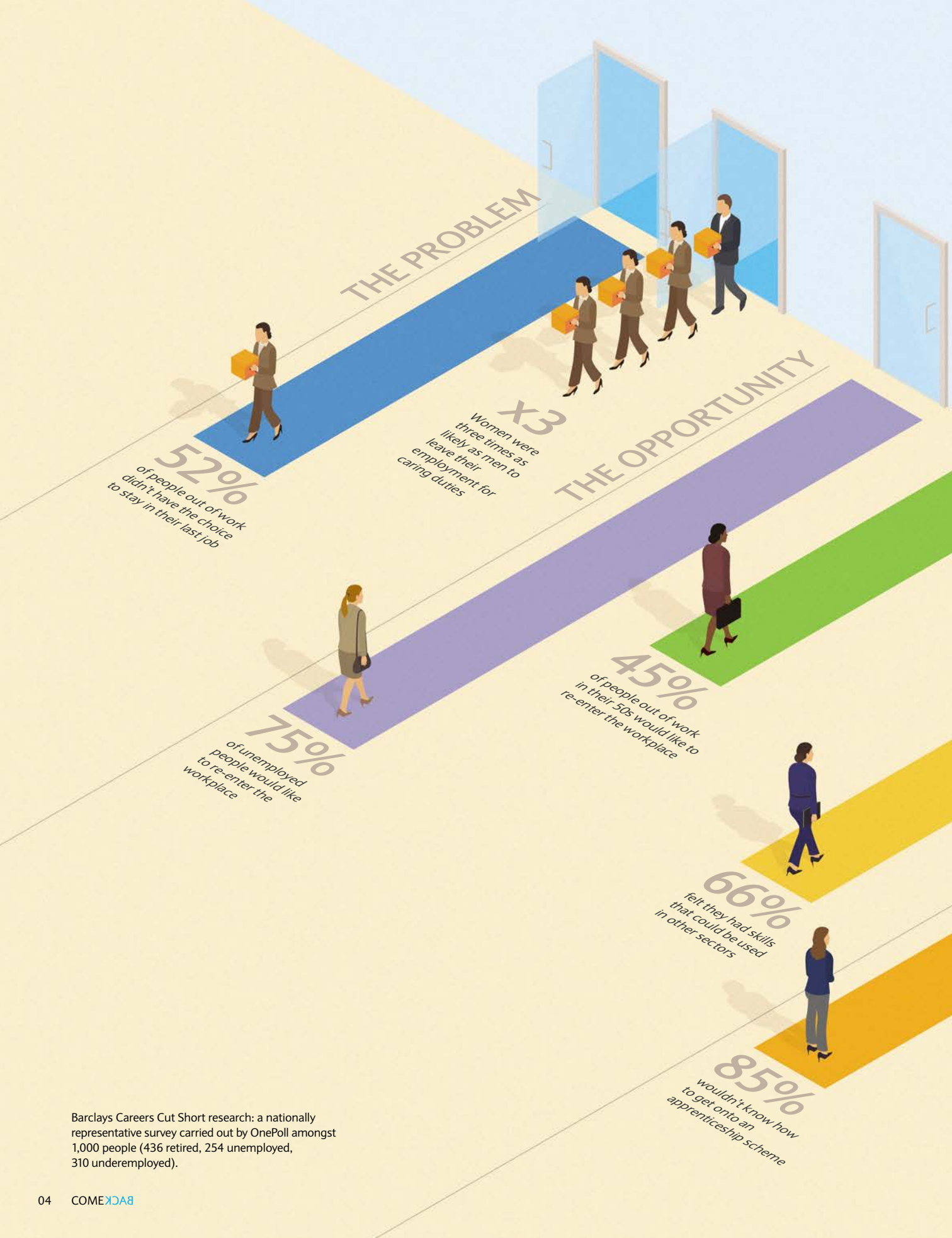
- 20** Back on board
The case for returnships
- 22** Welcome Back 101
Who, what and how
- 24** Karin's returner story
- 26** Considerations for setting up
a returner programme

Adult apprentices

Reskilling and starting afresh

- 28** Back to their future
The case for adult apprenticeships
- 30** Bolder Apprentices 101
Who, what and how
- 32** Lucille's adult apprentice story
- 34** Considerations for starting an
apprenticeship programme

- 36** Which way back?
Four routes into work
- 40** Dynamic Working overview
Sarah-Jane's story
- 42** A word from Sue O'Brien
- 43** Get in touch



THE PROBLEM

THE OPPORTUNITY

52%
of people out of work
didn't have the choice
to stay in their last job

X3
Women were
three times as
likely as men to
leave their
employment for
caring duties

75%
of unemployed
people would like
to re-enter the
workplace

45%
of people out of work
in their 50s would like to
re-enter the workplace

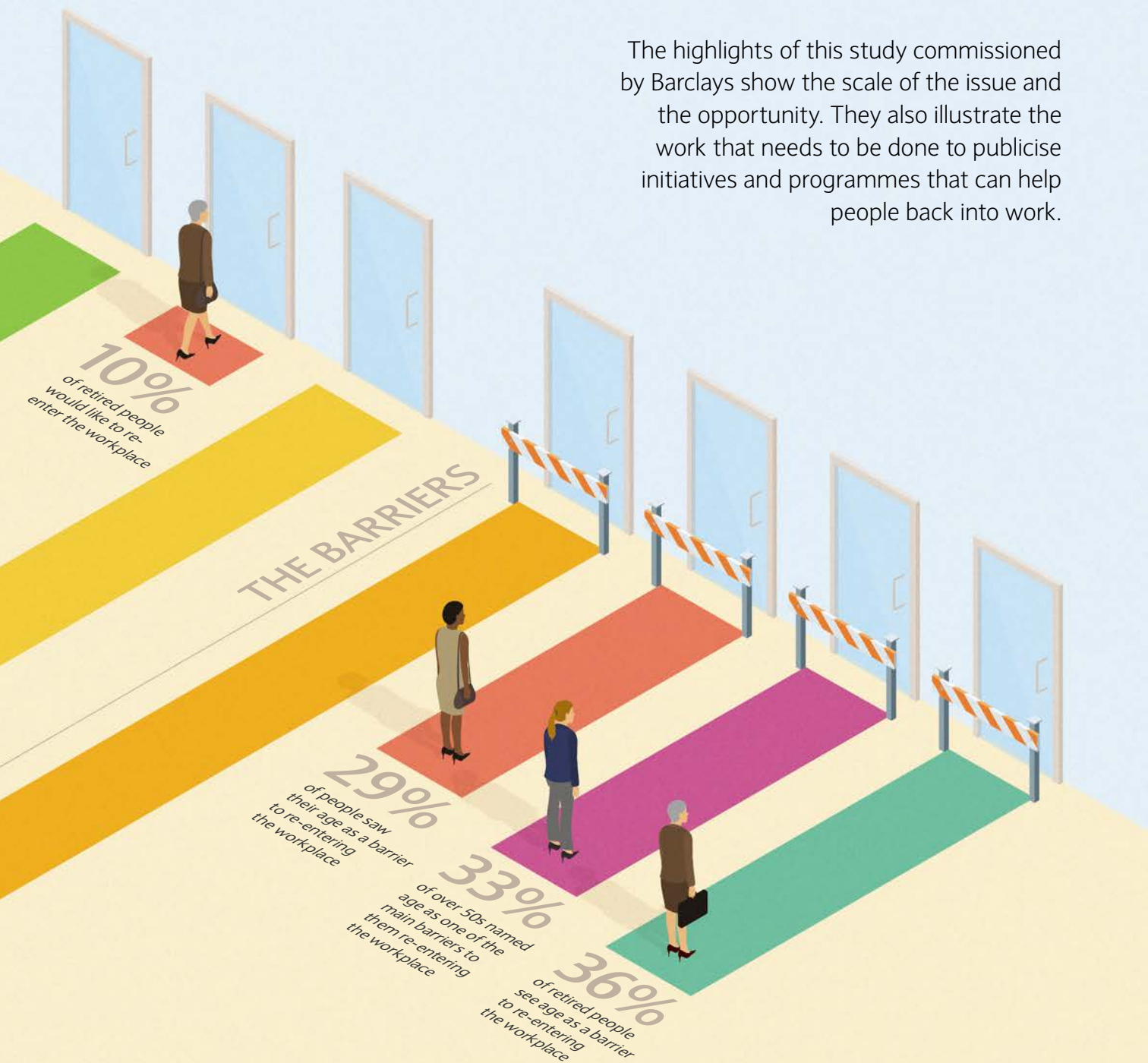
66%
felt they had skills
that could be used
in other sectors

85%
wouldn't know how
to get onto an
apprenticeship scheme

Barclays Careers Cut Short research: a nationally representative survey carried out by OnePoll amongst 1,000 people (436 retired, 254 unemployed, 310 underemployed).

CAREERS CUT SHORT

The highlights of this study commissioned by Barclays show the scale of the issue and the opportunity. They also illustrate the work that needs to be done to publicise initiatives and programmes that can help people back into work.



“Voices of experience.”

We talked to a key individual within Barclays and Centrica, two organisations that have been actively finding ways to welcome women back into their business. Here are their answers to probing questions about the issues faced and how to overcome them.



Mike Thompson

Head of Employability and Early Careers Programmes at Barclays



Alison Hughes

Group Head of Diversity and Inclusion at Centrica

What challenge does the UK skills gap pose to your organisation?

Mike Thompson: The gap in higher-level skills is growing as we see the shape of the UK economy changing. Increasingly, high-end IT and digital skills are crucial, as well as leadership and management skills to develop and grow the businesses of tomorrow and compete in a fast-moving environment.

Alison Hughes: We're currently only experiencing this in certain key areas. Our biggest problems have often been volume-related, but in areas where we need ultra-niche skills and experience high levels of market competition, for example digital and IS, we're starting to feel the shortage of highly skilled and experienced people. This is because this area is relatively new and our competitors often have deeper pockets.

In terms of executive talent, we often find that female candidates only make up 30-40% of sourced or research-driven longlists. We believe that this is because many females 'deselect' themselves from executive roles due to the hours that they believe are required to do the job.

Unlocking under-utilised talent is a way of closing the skills gap. What barriers do you think there are to attracting women back into business and how does your organisation strive to overcome these?

MT: Often there are a number of barriers. These can be on the part of the organisation or the individual. Firstly, looking at organisational barriers, these can be as simple as not presenting yourself as a great place to work for women. How you portray your brand externally through adverts or recruitment activity can

put women off applying. This may be because you are not offering sufficient flexibility in working practices and rewards or the job roles you present are written in such a way as to be less attractive to women. Equally, it should be recognised that where women have spent some time out of the workforce there can be a drop in their self-confidence and self-esteem that leads to a reluctance to apply for opportunities for fear of failure. It is therefore important to offer supported routes back in to work that address these confidence issues.

AH: We are very flexible as an organisation, but we need to educate line managers to do more in terms of offering flexible or part-time working from the start (and that probably means adding this to vacancies advertised). We're also looking at the feasibility of advertising every role on female-orientated job boards in parallel with our normal external vacancy advertising. Lastly, we're conscious that we need to write out job descriptions in a more open manner.

What benefits do you think will be realised by attracting older women into your organisation?

MT: Hiring older women is critical for the health of any business. Organisations that have diverse workforces, both in terms of age and gender, typically outperform their peers. This can be attributed to the breadth of thinking, opinions and ideas that diversity brings. Having older women in your workforce brings diversity of thinking, knowledge and experience. By experience I mean both work experience and life experience.

AH: A more balanced workforce, better communication and fewer personal agendas, due to having a greater level of understanding of what works and what doesn't. More pragmatism and life experience should generally lead to better decision-making – past behaviours leading to future performance.

How do you think businesses and the UK government can work together to reach female talent?

MT: I think that collaboration and sharing of best practice is crucial. Being able to understand what successful organisations do to attract and retain female talent is important. Sharing research and best practice is key to developing effective resourcing strategies and developing HR practices that reflect the needs of female workers.

AH: The Women's Business Council is already advising the government on how this could be realised, so the problem is becoming far better understood, but more businesses need to be persuaded or incentivised to act on the findings generated since 2013.

“Being able to design roles around the individual, rather than the other way round, is how organisations need to think moving forward.”

Attracting people back is one thing. How does your organisation aim to retain these individuals?

MT: Creating attractive roles in a dynamic flexible environment is key to retention of talented females. Being able to design roles around the individual, rather than the other way round, is how organisations need to think moving forward. This may be as simple as adapting working hours or job location to reflect their individual needs. However, it can also mean designing more tailored roles or career paths built around the individual.

AH: Through offering flexible working, interesting and challenging roles, plus developing employees as individuals – either technically or behaviourally.

As multinational businesses, do you tailor your initiatives to each country or do you provide a cohesive global programme?

MT: We do tailor to reflect local market cultures and practices but operate a global Dynamic Working model in order to create an overarching culture across our business.

AH: At present it's not joined up and each country is free to decide how to do this. Later this year, we will have a new operating model and will aim to coordinate globally, where possible.

If you could give one piece of advice to HR directors considering how to attract and retain female talent, what would it be?

MT: My advice would be to think about how you can create supported pathways into your business, recognising the psychological barriers many women returning to work may face. The more support that can be given to help people overcome their own personal barriers the better. This could take many forms from simple mentoring programmes to full internships.

AH: Invest heavily in the EVP (Employer Value Proposition) – building the employer brand; advertise all vacancies broadly – offering flexibility in working arrangements; allow plenty of time to find the right candidates and be patient – not pressurising them to interview for or accept roles because the business needs them ASAP.

Staging a COME *at any stage*



If you're considering how you can increase diversity within your workplace and harness the talents of women at different life stages, here's a rundown of the three types of initiatives you might like to consider.



ALUMNI PROGRAMMES

For current and previous employees, from new graduates to retired employees, including those who have left to work elsewhere or start a business.

A segmented, tailored programme that helps members to connect, creates brand advocates, facilitates the sharing of knowledge and enables the organisation to stay tapped into talent.

Includes a member portal, mentoring and keynote talks.

For alumni facts, personal stories and tips, take a look at pages 10 to 18.

BACK



RETURNER INITIATIVES

For senior-level executives who want to return at a similar level after either a multi-year career break, or a period spent in a less career-focused role after a career break.

Offering a project-based role matched to their experience and aspirations for 12 weeks.

Combines mentoring, structured networking opportunities and workshops.

For returner programme information, considerations and a case study, go to pages 20 to 26.




ADULT APPRENTICESHIPS

For unemployed or underemployed individuals with few qualifications but a wealth of life experience.

Offering employability training and work placements for three weeks.

Providing an opportunity for a year-long apprenticeship after the initial training and placement.

For an adult apprenticeship overview, interview and top tips, see pages 28 to 34.



BACK — IN — TOUCH

Forming and maintaining connections with previous employees has benefits all round. This is an opportunity to stay tapped into a talent pool of engaged individuals, both while they are within your organisation and after they have left.



An effective alumni programme can build networks through which organisations can develop talent, create brand advocates, facilitate knowledge sharing and even reduce turnover and recruiting costs.

These programmes are particularly valuable for women. Sue O'Brien, OBE, Partner at Ridgeway Partners (a global advisory firm specialising in executive search, board appointments and succession planning) and a founder member of the Women's Business Council, gave us her opinion as to why. "For 'alumni' read 'club'. For years male executives have done this naturally, they invest more 'social' time in networks because they can programme it into the day or evening. Women work better in an alumni programme as it gives a common purpose and shared platform."

Centrica, the energy and services company that British Gas, Dyno and other well-known brands are part of, have an informal alumni arrangement. One of the many benefits Alison Hughes, their Group Head of Diversity and Inclusion, has noted is that it reinforces brand and culture – keeping employees engaged throughout their time within the company and continuing after they leave. It can also support business development through referrals and giving members special offers. And, of course, it supports talent development and recruitment – with returning former alumni able to use

their prior knowledge of the group to reach high productivity more quickly and being more statistically likely to remain with the organisation than new hires.

Centrica isn't alone in realising the benefits; Barclays has put a formal alumni programme in place. As Sadhana Bhide, Head of Barclays Global Alumni Programme, says: "We will always want to hear from individuals who have gained new skills, knowledge and experiences, and to celebrate the successes of colleagues whether they are working for us or with us."

The Barclays Alumni Network is a simple way for individuals to stay connected to Barclays and other alumni, to access career opportunities within Barclays and to share mutual successes and knowledge. Such a programme can be valuable to its members, as Sadhana Bhide points out: "When you are in an organisation, you can access a lot of material – insights, updates, learning, as well as hearing from senior leaders about their life and career experiences. When you are not in such an environment, for example, if you working for a start-up or setting up your own business, accessing this type of information becomes that much harder."

While, traditionally, alumni programmes focused on former employees, Barclays is catering for current employees also. From their 'new alumni' – who are from generations Y and Z and want to build connections, develop through access to knowledge and insights, and grow their career experiences – to retired alumni – who have a wealth of experience and are moving on to a new chapter in their lives – Barclays' alumni programme reflects its multigenerational workforce. Plus the programme is tailored to each of the six alumni segments Barclays has identified, making it more effective at harnessing the power of alumni at all stages.

"We will always want to hear from individuals who have gained new skills, knowledge and experiences, and to celebrate the successes of colleagues whether they are working for us or with us."

Turn over to find out more about Barclays Alumni Network. ►

101

ALUMNI NETWORK

This network has enabled Barclays to stay tapped into this talent pool and proved extremely popular – gaining 2,400 members within its first 12 months.

Who is it for?



New alumni

Who? Graduates, typically millennials.

Why? They want access to knowledge and skills and camaraderie. These people will usually leave their first employer, but the business can benefit from them staying in touch.



Career alumni

Who? Individuals with eight to 10 years' work experience who are seeking new opportunities.

Why? As they are actively looking for the next step in their career, they are keen to get the first look at any openings before the role goes to the market.



Entrepreneurial alumni

Who? Individuals who have started a business.

Why? This is a valuable knowledge sharing opportunity. The alumni can find out what happens in larger organisations and input ideas or even business to the organisation.



Hiring alumni

Who? People who have a job opening they want to fill.

Why? They can advertise the position among a group of people who may have the right attitude, skills and experience.



Life-change alumni

Who? People who have taken time out from their career, perhaps to be a carer or stay-at-home parent.

Why? They can keep in touch with what is happening within the business, which may make a return to work easier.



Retired alumni

Who? Any individual who has permanently left work and moved on to this new chapter in their lives.

Why? They have a strong emotional connection with the business and a wealth of experience which they may want to use to mentor other people.

Barclays wants to be top-of-mind among alumni at any career stage.

The strategic objectives

1

Develop a talent pipeline

Open the door for employees to return or to recommend talented individuals to join us, generating a rich pool of talent.

2

Harness the power of alumni

Create brand advocates for Barclays both as an employer and a provider of financial products and services.

3

Share knowledge

Enable powerful connections, tap into thought leaders to return and share knowledge and access intellectual capital.

4

Build a lifetime affiliation with Barclays

Continue the relationship former employees have with us through an interest in our progress and an emotional connection from shared experiences.

5

Develop ongoing relationships

The leaver of today may be the small business owner of tomorrow and as such a potential customer or client for our products and services, or part of our market survey groups.

What's included in the programme?



Web portal



Eshots



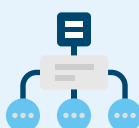
Career opportunities



Keynote talks



Social media



Mentoring



Research and insights

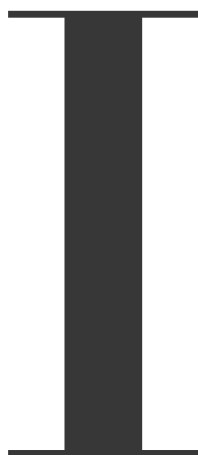


Events

“I returned a
much
more
rounded person”

Tracy Kerr, HR Manager for Barclays Community Banking, started her career at Barclays and resumed it years later after developing her expertise outside the bank.

She tells us her story.



“An alumni programme can offer a real chance to keep in touch with your network.”



You can find out more about Barclays' alumni programme at alumni.barclays.com

I first joined Barclays straight from college at the age of 17 as a 'junior' in Cambridge. I worked my way through many roles in the Branch Network and finally found my niche in the Assessment Team in Resourcing after 15 years in Branch and Regional Offices.

I really enjoyed the variety, my co-workers, with whom I have kept lasting friendships, and the emphasis on working as a team. I was very lucky to have great roles where I travelled around the Cambridge region, and also across the UK. I was seconded to Cheshire for a national project to merge branches and sub-branches and this then led to me leading a team in the East for the full implementation of the project. This was a great experience for me as I met many people across the country and region, and I still keep in touch with my old team today.

The reason for me leaving Barclays was that I was made redundant following a national review and redevelopment of the way we recruited and interviewed. At this point, I had been in Resourcing for seven years and, although I was apprehensive about leaving, I was also excited about the opportunity to do something different.

My first reaction was that I didn't realise how lucky I had been in Barclays until I left! The training and knowledge I had gained were immeasurable and I quickly established myself in the world of contracting in Resourcing and Learning, and began a journey of development.

I gained some great exposure to the most in-depth methods of attraction, candidate selection and assessment. I worked with some very well-known clients, often managing their recruitment process for large and bespoke campaigns. It was a world of continuous learning. I was able to work with a huge variety of clients in financial services, retail, corporate and government. The exposure enabled me to develop stakeholder

management skills at all levels, team management and also candidate management. I was very privileged to interview some exceptional people.

Both variety and challenge inspire me and my journey started to lack this. I was then offered the position of Resourcing Operations Manager in Barclays through former colleagues with whom I had stayed in touch and so started my second journey! This was in 2010 after five years away. At this time, the bank had moved on considerably and especially in Resourcing where our methods had developed to become far more automated. Looking back, it wasn't long before I felt comfortable again in the environment.

In 2012 I moved on to a role in generalist Human Resources supporting Community Banking, initially covering the London Region of the Branch Network. This offered the variety and challenge I craved. Barclays is changing continuously and we all have a responsibility to make sure we continue to develop ourselves.

I have experienced HR in a variety of roles in Personal Banking and the experience has been enlightening! The Branch Network has experienced the largest change ever over the past two years and we are on a continuous journey. In my current role, my focus is on the colleague agenda and how we can support and influence the business. We have moved from a very operational focus to a more strategic one. My external experience has helped me adapt very quickly to most circumstances, not be phased by change, and hopefully to have a very pragmatic approach to situations.

I think an alumni programme can offer a real chance to keep in touch with your network. I know that I returned a much more rounded person following my external experiences and the contacts I had made enabled me to make a second career along a different path. Never say never – opportunities are there to be grasped when you are ready.

How *Sarah* started out



Having joined Mars Petcare as a graduate, Sarah Sordy is now Operations Manager at Mars Petcare's site in Birstall, Yorkshire, where she leads a team of 200 in the manufacture of products including PEDIGREE® Dentastix and PEDIGREE® Schmakos.

Sarah has always had a passion for making things. At school, she had a keen interest in maths and science. "I've got a lot to thank my chemistry teacher, Mrs Riley, for. She fostered links with RAF Cranwell and enabled me to go on a two-week work experience with the RAF engineering officers. I've been in my flight suit, walking around the hangars and got the opportunity to go in a Harrier jump jet. It was amazing and I've been hooked ever since."

Sarah studied for a degree in Mechanical Engineering at Birmingham University and began her career at Mars Petcare on its two-year graduate engineering programme. She then moved onto a full-time project-engineering role at Mars' wet pet food site at Melton Mowbray, where she was promoted through the engineering team, finally to Chief Engineer. In 2012 Sarah took the role of Operations Manager at Birstall.

"Having women in senior roles in manufacturing is less and less unusual."

She enjoys the tangibility of working in the FMCG industry – looking after production lines, installing new ones and working as a team to get a product onto shelves. "We make over two million PEDIGREE® Dentastix in a day, following our recent investments and efficiency improvements. The fact that I can go into a supermarket and pick up something I know that my team and I have made is a fantastic feeling."

Being a female in the engineering workplace has never been an issue for her, thanks to supportive mentors who have inspired her from her school days until today. "I do remember a couple of years into my career looking around and realising I was the only girl in the room. But things are changing. Having women in senior roles in manufacturing is less and less unusual. There really is no barrier today to a career in manufacturing and engineering as a woman."



10 things to think about

If you're thinking about how to launch and manage your own alumni programme, these key considerations, courtesy of Sadhana Bhide, Head of Barclays Global Alumni Programme, could help.

- 1 Consider why**
Think about the reasons for developing a corporate alumni programme for your organisation. The ambitions and drivers can vary depending on where the accountability for the programme sits. For example, Marketing and Corporate Communications will have a different view to HR. This shapes the direction of the programme.
- 2 Know your audience**
It's tempting to offer everything that's available to offer as a package of benefits to alumni members. Getting to know the audience and understanding their interests and requirements means you can form your offering around them, and therefore build better engagement.
- 3 Profile your membership**
What is important to alumni often depends on their stage of life and career. We have defined six alumni population segments, from new alumni, who typically have recently completed a graduate programme and are starting out in their career, to retired alumni and various stages in between. The benefits we offer are tailored to each segment.
- 4 Create a communications strategy**
Content is king. Members need to feel that one of the benefits of the programme is having access to rich, interesting content.
- 5 Choose your platform wisely**
There are many technology solutions available for alumni programme management. Consider these factors to help you make your decision.
- 6 Promote through social media**
There's no point in having a fantastic programme if no one knows about it. Social media is a must to promote your alumni programme.
- 7 Remember 'boomerang hires'**
Our Alumni Network is our principal channel for rehiring former colleagues. They are highly valued as their engagement with Barclays is high and they already have an understanding of our organisation.
- 8 Encourage members to get members**
Alumni are our best ambassadors, so find ways for them to promote the programme – for example, a 'refer a friend' functionality. Generate support from current colleagues too.
- 9 Consider the return on investment**
Membership profiling works the other way too – we plan to provide insights on alumni to various interested groups – recruiters, hiring managers, client relationship management, and brand management. Being able to demonstrate that the alumni membership consists of high talent, high profile, and engaged people, makes this a very attractive group to know.
- 10 Listen to your members**
Ask members what they want through regular surveys.



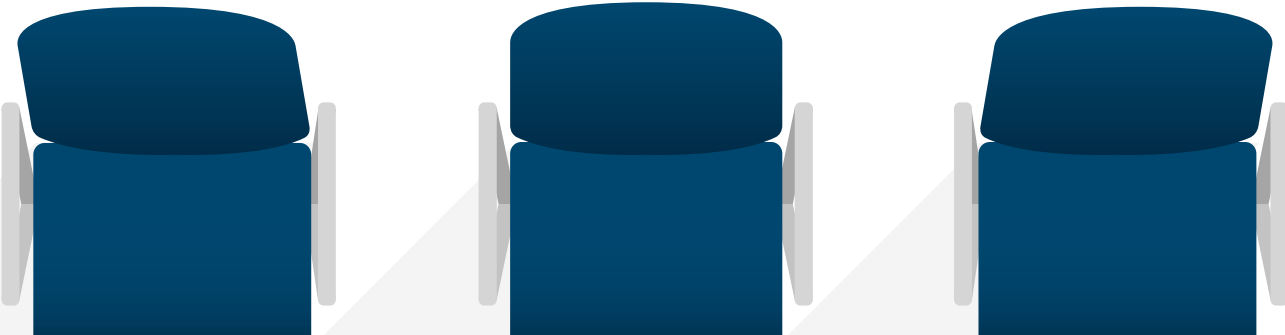
Tap into talent

From new graduates to ex-employees and career developers to entrepreneurs, if businesses want to attract the best talent, they need to stay tapped into the right talent pools. We've created an Alumni Network to do just this so we're top-of-mind. You could too.

Find out how we're keeping in contact with alumni at alumni.barclays.com

Stage a comeback





Back *on* board

Senior-level women who have a career break can find it difficult to return to work after several years away. Yet they've devoted time to developing their career, and businesses have also invested in nurturing their talent. So both parties can benefit from initiatives that make a return to work smoother.



T

aking time out from work can leave women feeling detached from their former roles and even nervous about returning to work. Some women may feel that they want, or need, to return to a less demanding role – perhaps working fewer hours – because it fits better with their family or because they have lost some of their confidence. This change in work and career trajectory isn't uncommon after having children, with about one third facing a downward shift in status.¹

As fewer women than men are in senior roles, it's important for the diversity of a business that if a woman wants to come back, the company can help this to happen. It makes business sense. Sue O'Brien, a founder member of the Women's Business Council and a Partner at Ridgeway Partners – a global advisory firm that specialises in executive search, board appointments and succession planning – gave us her opinion as to why. "It's smart to ensure that an employee with training, experience and a broad contribution to make is encouraged back into the workplace. This talent is currently being lost to enterprise businesses or those that are self-created. The drain on the corporate talent market of women not going back to a corporate role, due to easy-to-remedy issues around hours, culture, prejudice and, in some cases, competition, is ludicrous. We need to get that talent, free-thinking and innovation back into the corporate world."

Which is why Centrica, Mars, Vodafone and Women Returners have together launched HitReturn – a 12-week 'returnship' that offers a bridge back to work. As Alison Hughes, Group Head of Diversity and Inclusion at Centrica, says: "Returners can rebuild their professional confidence and skills in a supportive peer environment,

receiving training, mentoring and access to corporate networks. They also get to practically test out the role and assess whether they want to return to a demanding corporate job."

And as for the companies? "We can access a previously untapped talent pool. It helps support our wider goal of a better gender-balanced business, in not just senior roles but the talent pipeline. It also means there are role models for people in earlier stages of their career, demonstrating you can choose to take a career break and return to work. And, of course, it is part of being a responsible employer."

O'Brien commented that a returner programme can achieve an increase in experienced leadership and a balanced culture within the breadth of the business, without over hiring or headhunting from other organisations. "You have to have the right culture; each loss of a returner is a failure by the business to invest in its own future, giving their competitors the edge."

Barclays is also piloting their own 12-week returnship, called Welcome Back. Lindsey Owen, Resourcing Business Partner at Barclays, said: "It's a two-way process to see if it works for the women and for the business." If the pilot is successful, Barclays will look to launch it across their business.

Returnships can successfully combine active project work, coaching or mentoring and learning opportunities to support women in the transition back to a senior executive role. Similar to apprenticeships, it doesn't necessarily provide a role for the participant at the end of the process, but it does give them the opportunity to reskill, reawaken confidence and explore if a return is right for them.

¹Houston & Marks (2003) 'The Role of Planning and Workplace Support in Returning to Work After Maternity Leave' British Journal of Industrial Relations 41(2).

101

WELCOME BACK

When senior-level women take a long career break, it can be hard to know how to return to employment. Barclays' new returnship scheme, Welcome Back, is aimed at exactly those women.



What is Welcome Back?

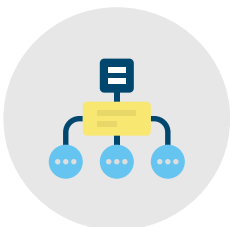
A new pilot scheme from Barclays, which helps senior-level women return to work. It consists of a 12-week placement that helps to open doors, create networks and support employees every step of the way as they rediscover their place within work.



Who's it for?

Welcome Back is designed for senior-level women who:

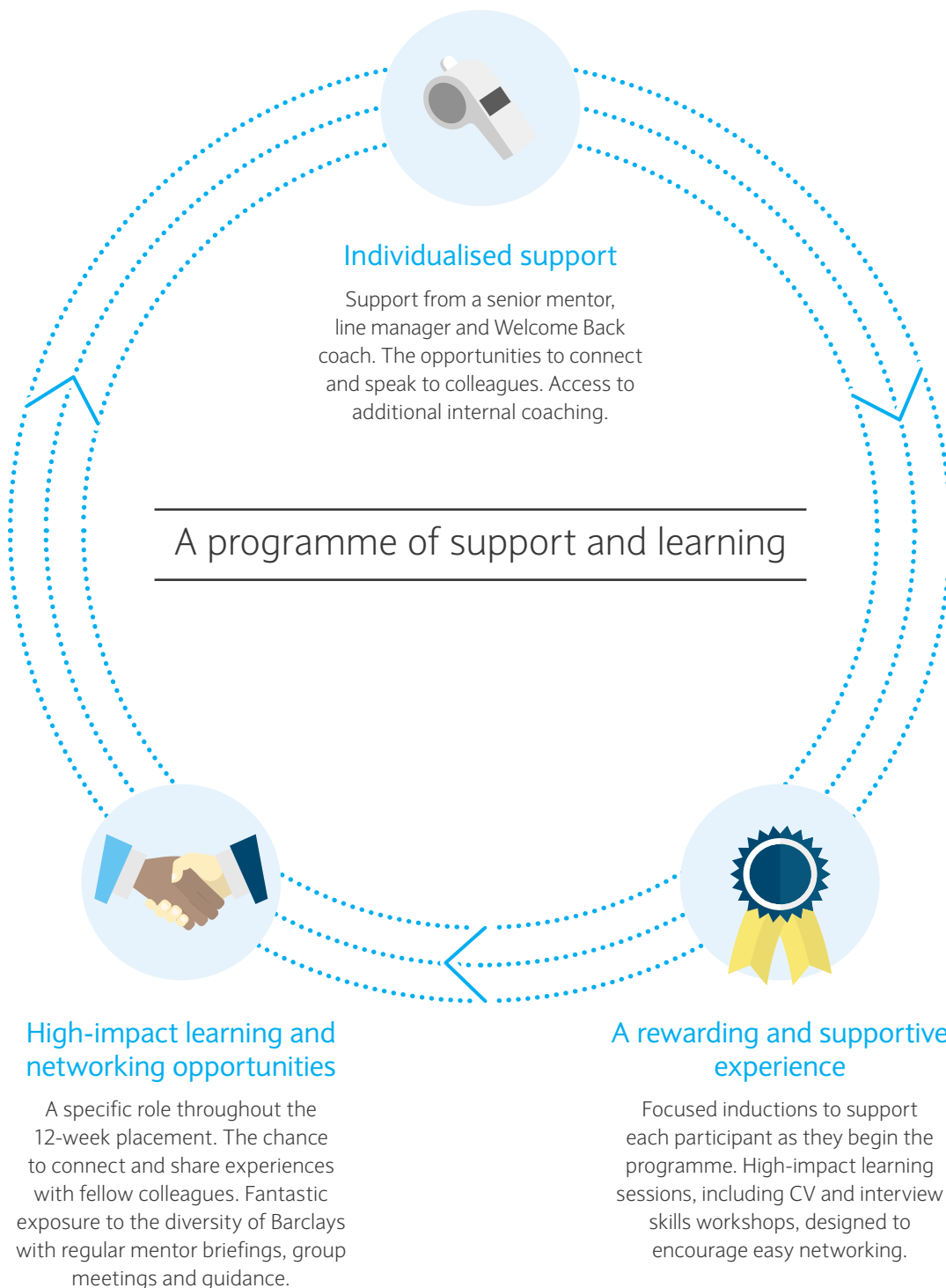
- have taken a multi-year career break
- are exploring ways to return to work
- are unsure about how best to reconnect with an employer.



What does it involve?

- A 12-week placement where individuals join a team to work on a live project that's matched to their experience, capabilities, and aspirations.
- Access to dedicated senior mentors from across the different Barclays divisions.
- Structured networking opportunities and learning workshops.

Helping give senior-level women the confidence they need to retake their place in the working world.



A woman with dark, wavy hair, wearing a blue and white striped shirt, is smiling and looking down at a document. She is holding a yellow pencil in her right hand, poised to write. The background is a bright, slightly blurred office setting. The image is split diagonally by a white line, with the top right corner being a solid dark blue color.

Back *in* business

How HitReturn offers a bridge back to work for talented professionals.

“After a 10-year career break with my children, it is a pleasure to come back to work through the programme.”

HitReturn is a 12-week paid programme that helps experienced professionals get back to work after a long career break. Launched by Centrica in partnership with Mars, Vodafone and Women Returners, HitReturn is the first cross-company professional ‘returnship’ programme, offering support and advice to make the transition back to work easier.

The HitReturn programme includes professional assignments and expert coaching to get returners ready for the workplace again, so offering an innovative bridge back to senior roles for professional women.

When Karin Briscoe was looking for ways to get back into the workplace, she came across HitReturn. She began the programme in January 2016, taking her first step back into work after 10 years away from her career to bring up her family.

Karin was halfway through her placement as an Operations Manager within British Gas, a Centrica brand, when we spoke with her.

“After a 10-year career break with my children, it is a pleasure to come back to work through the programme. I am doing a short study of the North

London S&R Operations. British Gas is more than just a business, it is an iconic British institution, and it is a privilege to be allowed so much access and insight into how it operates and relates to customers.”

Of her experience so far, Karin said: “I am impressed with the people that I have met all over the country, from support roles through to direct customer-facing positions, and I hope to give British Gas some interesting ideas from a sympathetic outsider’s perspective at the end of my project.” Which underlines the point that a returner programme has benefits for the business as well as the individual and, on a wider scale, our national economy.



▲ Karin Briscoe

To find out more about HitReturn and the opportunities it offers, head online to hitreturn.co.uk



THINGS TO CONSIDER

when setting up a programme to welcome back senior women to work

When senior-level executives take a career break, it can be hard for businesses to replace that wealth of knowledge. A programme to welcome back women executives into the workforce can be invaluable, but what key considerations are there to setting up such a programme? We asked Lindsey Owen, Resourcing Business Partner at Barclays, for her view.

- 1 Be clear about the aims of the programme**

Will your scheme be for a set amount of time? Will you be offering the participants a permanent role at the end of the programme or is it just to help them get back into working before they apply? You should initially treat your programme as a pilot and gather as much feedback as you can from the participants as well as your company. If it's to be a long-term and effective programme, it needs to be both feasible for your business and beneficial to those taking part.
- 2 Decide what your programme will include**

In order for your programme to succeed, you need to plan it out in detail, in advance. It's a good idea to get participants involved in a way that will not only get them used to the working environment but also boost their confidence and tap into their skill sets. Running workshops, seminars and activities such as organised lunches, as well as assigning mentors throughout the programme, can instill confidence and help returners make the most of their time on your programme.
- 3 Know your audience**

The people you are reaching out to will have been confident and capable before their career break but are now likely to be nervous about returning, especially to a corporate company. At the same time, they will not be afraid to ask questions. In the lead-up and throughout the programme, you must be prepared to keep in communication and give them the time they need to ease the return process.
- 4 Be aware of expectations**

A large percentage of returning female executives will be coming back from long-term maternity leave. Some may have worked part-time but at a less career-focused job and it's highly likely they will need flexible hours or a Dynamic Working arrangement from a permanent job. Your business must be able to accommodate some of these requirements if you are to offer employment and access the talent returning executives can offer.
- 5 Support your own staff who are involved**

Assigning mentors and work buddies is an excellent way to give your participants a secure touchpoint throughout their time with your company. But it's important you prepare your own staff too. If your programme involves returners to work in a temporary but important role within a team, you must let your own staff know what they can expect and what they are expected to do. Running a workshop in advance for those staff members will help them be clear on their roles and responsibilities, as well as giving them the chance to ask any questions of their own.




Time for an encore

The years senior-level women have spent building their expertise are invaluable. Businesses can't afford to lose this, just because the individual has taken a few years out. We've put in place a 12-week returnship programme, combining mentoring, networking and live project work to get women back on board. You could too.

Find out how we're getting women back into work at home.barclays/careers

Stage a comeback





BACK TO THEIR FUTURE



With an ageing UK population and increased adult unemployment rates, there are significant numbers of women aged 50 or over who are finding it difficult to get back into the workplace. How can we tap into their skills, enable them to achieve their full potential and benefit from the talent within this demographic?

The top five reasons why careers are cut short for over 50s

1. Injury or illness
2. Involuntary redundancy
3. Voluntary redundancy
4. Bored of the work
5. Caring duties

In 2015 a shift in unemployment figures was seen causing a downturn in youth unemployment and an uplift in adult unemployment to be forecast. Employers had taken steps to reduce youth unemployment by offering apprenticeships to 16-24 year olds, but here was a new challenge which needed to be addressed. And a different pool of talent, waiting in the wings with much to offer.

There are many reasons behind unemployment and underemployment of older generations, with just two being redundancy and caring duties. Research conducted by Barclays¹ revealed that women are three times more likely than men to leave work for caring duties and 46% of UK over 50s had no choice when it came to leaving their last employment. Nearly half (45%) would like to re-enter the workplace but many feel that their age is holding them back (33%).

Yet 66% believe they have strong transferable skills that could be used across multiple industries.

Sue O'Brien, a founder member of the Women's Business Council and Partner at Ridgeway Partners, a global leadership advisory firm, told us why she thinks it's important that businesses put programmes in place to give older women a route back into work. "The best organisations hire attitude and application. They hire people who are engaged to perform and commit to the business." She says this demographic of women are just that because they have the "desire, drive and purpose of someone who wants to return to self-worth through economic value and contribution".

And what does she see as the benefits? "For the business it is an absolute positive as it brings energy and experience back into the organisation." She cites their maturity, balanced perspective and greater engagement as other advantages.

"For the individual its about contribution, self-worth and purpose."

Barclays Bolder Apprentices programme for 24+ year olds, with no upper age cap, was designed to address the increasing rate of older-generation unemployment. Mike Thompson, Head of Employability and Early Career Programmes at Barclays, explains. "Here at Barclays we do not underestimate the importance of 'transferable skills'. We recognise and endorse candidates bringing experiences and skills from different backgrounds and are committed to building a workforce that operates in synergy with our diverse and multi-generation customer base. A more diverse team helps create a more enriched service for Barclays' customers."

When piloting the programme in 2015, Barclays worked with non-profit organisations to help identify potential candidates. Job Centres UK-wide, and particularly in areas of demand, were also informed of the opportunity. Of the 35 apprentices involved in the pilot, 57% were female, 30% were over 50 and 20% declared a disability. This created a rich diversity of talent entering the business at foundation level.

Apprenticeships are traditionally seen as being for young people, with a fifth (21%) of the over 50s Barclays surveyed believing that businesses only accept those aged under 24 years old onto apprentice programmes, yet 72% of out of work over 50s think that apprenticeships are a great way to re-enter the workplace¹. Barclays is working to overcome this perception. As Mike says: "We have a core opportunity here to re-define what an apprentice is and create careers for those colleagues that have hands-on life experience. This has allowed Barclays to positively impact on communities such as early retirees, forced redundancies, return to work parents, parental carers and military service leavers."

¹Barclays Careers Cut Short research: a nationally representative survey carried out by OnePoll amongst 1,000 people (436 retired, 254 unemployed, 310 underemployed).

101

BOLDER APPRENTICES

Barclays believes apprenticeships are a viable and valuable route into employment for everyone – regardless of their age or social circumstances.



Age

This Barclays programme is giving adults over the age of 24 the opportunity to get back into work via an apprenticeship. Why?

- People over the age of 24 can offer a wider skill set and experience.
- There's a growing talent pool of over 50s wanting to return to work.



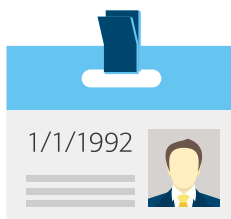
Circumstances

Some of the circumstances why an adult might want to reskill are:

- returning to work after an extended period of parental leave
- returning to civilian life after a career in the military
- long-term underemployment
- returning to work after caring for a relative.

Who can be a **Bolder** Apprentice?

Over 24s



There's no upper age limit.

Few qualifications



No more than one A-level (or equivalent) or less than a Level 3 qualification.

Unemployed or underemployed



Out of work for 12 months or working less than 16 hours per week.

Helping adults to re-enter the workplace.

How does the programme work?





BACK TO ME

We spoke to Lucille Galloway about her experiences as a Barclays Bolder Apprentice, and what it's meant to her.

“This was the first thing ever
in my life that I’ve done that’s
for me and about me.”

Tell us a bit about yourself.

I’m 52 years old and I’ve worked all my life in varied jobs from cleaning to nannying, housekeeping, being a student adviser in an adult college and later a carer. When that came to an end, I was seeking work for about two years.

How did you become an apprentice?

I was at the Job Centre one Thursday and saw Barclays was there. It was a big shock and I thought: “What are Barclays doing in a Job Centre?” I sat down with an adviser and they mentioned the Barclays Bolder Apprentices. When I heard the word apprentice I just dismissed it. I thought: “Oh, that’s for youngsters.” But when I realised it was for older people, I gave them my details out of sheer curiosity.

How quickly did you hear back?

The same evening they called me back and said I could start training on the Monday. So a few days later I was in the classroom, doing the training for two weeks. Then, week number three, I was in branch doing my work placement. And I think by week number five, they offered me the year-long apprenticeship job.

What were your thoughts at the time?

Going through it all, did I ever believe I was going to get the phone call inviting me for training? Absolutely not! Did I seriously believe I was going to be working in a bank? Never! I was just saying to myself: “Be proactive.”

I never in a million years thought this

would happen. I just thought: “What have I got to lose? But I definitely haven’t got anything to gain because I’ve never worked in a financial role. This is a bank and I’m 52!” I thought it would be for younger people who’ve got degrees. Even now I have to pinch myself and have moments of “what happened!?”

And how did you feel about the training?

When I started out I thought it was going to be academic – numbers and financial stuff. But the first two weeks in the classroom was really focused on finding the right people for the right job and what we could bring to the table. It was very surprising to me and I have to commend Barclays for this. It was the first time in a long time that we thought: “Hold on a minute. We have got skills.” That was one of the most valuable aspects of this journey. I discovered things about myself that I didn’t even realise and it was very enlightening.

How did it change your perception of yourself?

I was aware that I’m generally good with people, but I found out more through the questionnaires they gave us. They told us there is no right or wrong answer – it was just to find out more about us. It was interesting because it was showing areas where I could specialise. I thought, “specialise!?” Because I’d never seen myself as being so good at something that I could specialise in it. So it made us look at ourselves differently. It was a very good programme. Excellent.

Have you felt supported?

The support has been fantastic. You can’t fault it. There’s something for everything. Every time you think you’re not sure of something or anything you could think of that could possibly be a problem, there’s already something in place to help you. That’s my experience. They’ve nailed it.

What would you advise people in a similar position?

If you have a chance to do something like this, absolutely go for it. There are some great mature people out there that have got so much to bring to the table. Don’t write yourself off. I am living proof that it can work.

What have you taken out of the experience so far?

This was the first thing ever in my life that I’ve done that’s for me and about me – ever. It wasn’t about the children or my partner. In that way, for me, it’s been life-changing.



Top 10 tips



for starting an apprenticeship programme

Of course, there's a number of things to consider before starting an apprenticeship programme, both for the business itself and the candidates, making sure they have the required level of support throughout the whole process. Here Shaun Meekins, Head of Operations Barclays Apprenticeships Programmes, gives us his top tips.

- 1 **Make sure there is buy-in from the top**
Investment from leaders makes the programme far easier to launch.
- 2 **Create a sense of community**
Engage apprentices wherever possible, to promote your programmes and tell their stories in their own words. There is no greater impact.
- 3 **Enrich your company's diversity**
Consider the range of disadvantaged communities that would benefit from sustainable employment and learning and use your apprenticeship programme to help positively impact society and the economy.
- 4 **Maximise community partner relationships**
The strongest conversions are from individuals that have already been supported through their local community or a work programme, who are referred via a charity. So maximise existing relationships and create new ones.
- 5 **Build a model**
To enable candidates to undergo a pre-learning journey to obtain new skills and refresh existing skills, build a model. Also offer apprenticeship candidates the chance to have actual work experience before assessing them for a permanent role. An apprentice's decision to join a company needs to be just as informed as the hiring manager's decision.
- 6 **Analyse the impact on customers**
If your organisation delivers service to a diverse customer base, diversify your colleague base to be able to meet the needs of all ages and demographics.
- 7 **Profile the programme**
Use the learnings and successes to help others. In doing this, apprenticeships become a holistic opportunity to grow talent across any industry.
- 8 **Ensure the right support structure is in place**
Also make sure the support structure is alongside the right level of workplace adjustments, where necessary. For candidates with limited experience, or candidates who have been out of the workplace for a considerably long time, demonstrate how committed you are to supporting their own journey – not just from the point of offer, but from the point of application.
- 9 **Record, monitor and analyse**
Use a scorecard to record, monitor and analyse return on investment. Always strive to improve the quality of the programme, the learning experience and the opportunities for apprentices to grow through a structured work-and-learn framework.
- 10 **Challenge perceptions**
Break down barriers and provide clear messages that your organisation is accessible and inclusive, using real apprentice profiles to showcase opportunities.



Waiting in the wings

45% of people in their 50s want to come back to work.¹ And 66% of out-of-work over 50s believe they have transferrable skills.¹ The talent is out there, so we created our Barclays Bolder Apprentices programme to reintroduce into work these people with valuable life skills and experience that can make a positive impact. You could too.

Find out how we're getting women back into work at joinus.barclays.com/apprenticeships

Stage a comeback



¹Barclays Careers Cut Short research: a nationally representative survey carried out by OnePoll amongst 1,000 people (436 retired, 254 unemployed, 310 underemployed).

Barclays is a trading name of Barclays Bank PLC and its subsidiaries. Barclays Bank PLC is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority (Financial Services Register No. 122702). Registered in England. Registered number is 1026167 with registered office at 1 Churchill Place, London E14 5HP. March 2016. BD01408.

THE GRADUATE



THE MUM



WHICH WAY

THE CARER



THE FRESH START



BACK?

**FOUR WOMEN.
FOUR REASONS.
FOUR ROUTES INTO WORK.**

▼ THE FRESH START

There are a multitude of reasons why women might want or need to start afresh in their work life. For Lorraine Dawson, her reason was a relocation back to the UK after 10 years overseas.

I first joined Barclays in 1985, straight from school as a junior. I loved the learning journey, from junior to cashier to supervisor to receptionist, and the modern-day banker! The career progression was fantastic and I ended up working on the regional training team, which I loved.

I had the opportunity to relocate with my family to Dubai, so in 1996 I left Barclays for a life in the sun. I joined Marks & Spencer as part of their set-up team in the Middle East and had the amazing opportunity to open stores in six new countries. I moved from a Training Manager role to Regional HR Manager, managing some of the world's greatest brands – M&S, IKEA and Toys R Us – in a fascinating culture, where we employed over 50 nationalities.

My family and I were relocated to Singapore. With three children at various ages and having spent 10 years overseas, the yearning for the UK gained momentum, so we relocated back to the North East. I rejoined Barclays, back where it all began, as a part-time cashier. It was ideal as I had the flexibility to work and manage my family back into UK life. I have spent the last five years in branches and am now a Content Manager. I genuinely love the role, and the variety is amazing!

I now have a fantastic role, which suits all aspects of my life, and I am encouraged to develop further. I believe I am proof that when you join Barclays you are encouraged to take every opportunity to develop your career; the career progression is there and it's up to you to show your passion and take the plunge!

THE GRADUATE ▼

By kick-starting her career on the Barclays graduate programme, Rosie Cross is gaining valuable experiences and developing a network of contacts.



"It's up to you to show your passion and take the plunge!"

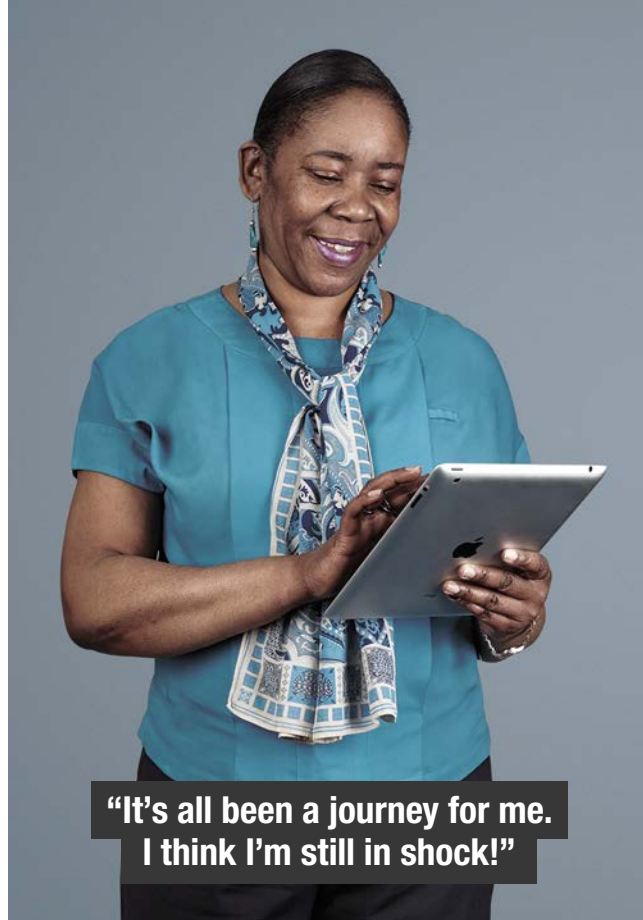
While I was studying English at the University of Cambridge I decided to undertake a summer internship at Barclays to gain experience in marketing. Applicants for the role underwent a rigorous selection process including numerical and verbal tests, interviews, group assessments and presentations. At the end of my internship I was lucky enough to be offered a place on the graduate scheme, meaning I could focus on my final year studies without worrying about the graduate job market!

I wanted to join the Barclays graduate scheme because it enables me to work alongside very senior members of the business, and I was attracted by this opportunity to learn directly from people with vast experience and expertise in the industry. The programme is also very varied – I have worked on projects from events planning to animation production and gained experience in press, digital and social media marketing. In addition, I have been able to develop connections with other new graduates. This has positively influenced our experience and contribution to the company.

Working for Barclays Corporate Bank has given me a great opportunity to understand companies from different industries, and the marketing skills I've learned here could be diversely applicable to roles in my future career. At some point I would love to work at a high-growth company, as trialling new marketing activities plays such an essential role in the business's development.

Taking a graduate job at Barclays has given me a great foundation in marketing and I'm excited to build on these skills as my career progresses.

"I was attracted by this opportunity to learn directly from people with vast experience."



"It's all been a journey for me. I think I'm still in shock!"

▲ THE CARER

Angela Bovell cared for her father for eight years following his diagnosis with cancer. After struggling to find employment, she has now become a Barclays Bolder Apprentice.

I was 52 and had been unemployed for 12 months after my father passed away. I wanted to work and feel challenged again, but people my age are lucky to find anything. Yet we have more life experience, we know how to communicate with different people and we have a lot to offer.

When I heard about the Barclays Bolder Apprentices programme, I thought: "Wow, Barclays!" This was something decent that had finally come along my way. I've never been in banking in my life, so I was very nervous. I thought: "Will I be able to cope with this?" But I decided I'd give it my best shot.

I went to the interview, had two

weeks' training in a class and the third week in a placement. After this I was asked back for an interview for a role as a Community Banker apprentice and I got picked! I couldn't believe it was real. It was a bit overwhelming for me. It was a great big transformation in my life.

The apprenticeship lasts for a year, so I'm still training. I feel great about the future. If Barclays keep me on, it's a bonus. If they don't I'd say, "Thank you, it was great while it lasted."

I'd like to say to anyone older who is looking for a job, if you see an opportunity out there like this, go for it. Give it a try.



“I know that makes me a good role model for my children.”

▲ THE MUM

Lee Lam is currently Chief of Staff in Application Services at Barclays. Dynamic Working enables her to more effectively integrate her professional and parental roles.

My first role in Barclays was in the Investment Banking Technology Infrastructure teams. I loved the buzz of the trade floor and the opportunity to be challenged daily on my technical skills. I ended up looking after one of the budgets and the headcount in my area, and I was hooked on the COO work – I liked being involved in the organisation and strategic direction of the company.

I left Barclays initially for two reasons. Firstly, I felt pregnant, which always puts things in a new light! Secondly, I had been working very hard for a long time and I wasn't sure what career path I was really on, or whether I still wanted to do it. I had begun an external qualification as an executive and leadership coach, which I loved. I ran my own coaching practice for six years and found it very rewarding.

As my daughter grew up, I realised that I missed the banking industry and I knew

I had more to give. I took a role with UBS in the Chief Operating Office (COO) team. I had my second child and, during my maternity leave, I took redundancy, but always knew I would return to work.

When an opportunity came up to return (to Barclays) I jumped at it! I came back in the Barclays Investment Bank Technology division as part of a COO team and was soon asked to be COO of a small business area. My ability to shape my destiny and the company's have given me a new purpose and a new challenge, and one that also supports my need for Dynamic Working to be with my children.

As I am fulfilled at my work, I know that makes me a good role model for my children and shows that a work-life balance is possible. I am not sure I would feel supported in that balance if it wasn't for the work that Barclays have been doing on understanding the needs of their staff.

HELPING EMPLOYEES WORK THEIR LIVES

In addition to having programmes in place to help women back to work, it's also important to ensure that women are able to integrate the different roles within their lives. This not only helps attract women back to work, but also to retain them. In fact, 76% of businesses report that flexible working improves staff retention.¹

Barclays recognises the importance of this and so offers a Dynamic Working approach. All their employees, no matter how long they have been with the company and whatever their role, age or gender, have the opportunity to request Dynamic Working. This is more than 'flexible working'; it can include how, when and where the individual works and so is an opportunity for the employee to define how they work their life.

As Mark McLane, Managing Director, Global Head of Diversity and Inclusion at Barclays, says: "At Barclays we understand there's more to each of us than what we do or what our title is. That's why Dynamic Working is so important. Dynamic Working is about how we each achieve our ambitions and goals, and develop our whole self."

Some Barclays employees work remotely to avoid a commute, so they can spend extra time with their children. Others leave work early, then resume work later in the evening when their children are in bed – this can also help them to work with colleagues in different time zones. Dynamic Working is wider, though, than simply a daily or weekly routine – it even enables blocks of time to be taken off. And it not only helps people with caring responsibilities but can empower individuals of all life stages to have the time to study, volunteer, enjoy pastimes, train physically, and more. It can contribute to colleagues' well-being and make both their personal and professional lives more effective.

So how does it work? If someone wants to request Dynamic Working, they simply need to go to their line manager with their planned approach. A discussion will take place to determine how this will work for them, the team, the wider business and Barclays' customers and clients. A trial period may ensue. Barclays takes the stance that, providing individuals perform well, it doesn't matter where, how or when they work.

¹ CIPD (2012) 'Flexible Working Provision and Uptake' CIPD Survey Report.

a CHANGE *in* DYNAMIC

Making a huge career change wasn't exactly what Sarah-Jane Walker – now Director of Customer Experience for Resourcing at Barclays – had planned. But when Barclays came knocking, the opportunity to work her life in a more integrated way through Dynamic Working proved too difficult to pass up.

What was your role before joining Barclays and how did that opportunity arise?

For 14 years I worked in recruitment – building up and leading a dedicated team at Office Angels. I loved it. I had a lot of responsibility there and I was successful. Then when I was 36, I had a little girl named Daisy. Due to the nature of the job, I was back at work 12 weeks later, working part-time hours. Then, within a couple of years, I was approached by Barclays. A former colleague of mine worked there and I was given the opportunity to start a new career. It was a massive decision for me to make. I was firmly established at Office Angels with a strong team I'd built from the ground up, but at the end of the day Barclays offered a Dynamic Working environment that would suit me better as a mother. So I made the leap.

How did you find the transition?

I went from working with a huge team to working on my own at home – and it's harder to feel like you're making a difference when you're not seeing people face-to-face. I'm a social person and working from home – while it helped me as a mother – made it hard to feel I could climb the career ladder.

Then after about a year I had a bit of an epiphany. I realised that I had already built up some great contacts within Barclays and, with a bit more confidence, I could

make a difference wherever I was. I've never looked back. I took on a few major projects, I've helped launched lots of initiatives, and I've grown to really love my role here. In fact, last year I was promoted to Director, which in HR can be an intensive process, so I'm delighted to have achieved that.

How does Dynamic Working work for you?

It's very important to balance seeing my little girl with my work. I always make sure I spend set times with my daughter and log on to my emails at other times, for example. Plus it's great to connect with other mothers in senior roles within Barclays. On Fridays we receive blog-style messages from senior staff members and it's great to know that there are other mothers like me who work hard but have a normal life, such as taking the children out or going to the shops. It just shows that everyone is more or less the same – which helps bring us together.

Do you have a single piece of advice that you would give senior women returning to work?

I would say that you've got to make it work for you. At the end of the day, you've got to remember you are just working with other people and there don't need to be any barriers. It's all there for the taking – you just have to be bold.



THE LAST WORD



To round off this issue of COMEXDAB, we asked Sue O'Brien, OBE, who is a Partner at Ridgeway Partners, the global leadership advisory firm, and a founder member of the Women's Business Council, for her views on the work being done to encourage women back to work.

"We have heard for years about the issue of making your workforce reflect the consumer market they are in and the importance of utilising 50% of the employment market, but there is something that needs to be done to address these age-old observations.

"Barclays has realised the economic benefit of communicating with, listening to and understanding the female workforce that wants to return to making an economic contribution. They and other forward-thinking organisations have taken action to forensically look at the issues within their own workforce in terms of working practices, behaviours and attitudes, and are putting in place measures to address them.

"Paramount to having a balanced workforce across the breadth of the organisation, not just the non exec board, is reviewing the key recommendations of the Women's Business Council initial report* and then looking at how [your business] can implement the recommendations at each career stage. All organisations can do more by simply turning the debate into an action plan."

*See the recommendations from the 'Maximising women's contribution to future economic growth' report at [womensbusinesscouncil.dcms.gov.uk/recommendations](https://www.womensbusinesscouncil.dcms.gov.uk/recommendations)

Getting started and sharing knowledge

If you have a story to share, or would like to know more about how COME**BACK** contributors welcome women back within their businesses, here's how to get in touch and find out more.

Barclays

Go to joinus.barclays.com/apprenticeships or email BarclaysEmployability@barclayscorp.com

Centrica

Go to hitreturn.co.uk or email Alison Hughes, Group Head of Diversity and Inclusion, at Alison.Hughes@centrica.com

Mars UK

Go to mars.com/careers or email Lorna Catling, External Affairs Manager, at lorna.catling@effem.com or Jo Kinzett, Business Partner, at jo.kinzett@effem.com

Women's Business Council

For useful information and reports, go to womensbusinesscouncil.dcms.gov.uk

Want to share a story?

If you have any stories you would like to contribute to future issues of COME**BACK**, please contact BarclaysEmployability@barclayscorp.com



Back to centre stage

If 75% of people who are out of work want to re-enter the workplace,¹ we want to do something about it. By putting programmes in place that unlock the skills of women at different life stages, we can stage their comeback and help our business to become as diverse as the communities we serve. You could too.

Find out how we're getting women back into work at home.barclays/careers

Stage a comeback



¹Barclays Careers Cut Short research: a nationally representative survey carried out by OnePoll with 1,000 people (436 retired, 254 unemployed, 310 underemployed).

Barclays is a trading name of Barclays Bank PLC and its subsidiaries. Barclays Bank PLC is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority (Financial Services Register No. 122702). Registered in England. Registered number is 1026167 with registered office at 1 Churchill Place, London E14 5HP. March 2016. BD01408.