BARCLAYS

TH!NK PRIVACY

Data Privacy tool kit

For privacy managers and internal communications teams

Introduction

Barclays is committed to ensuring that customer and employee information is protected. Customers and colleagues need to know that they can trust us to operate within the law and to look after their personal information.

This tool kit has been developed to make it easier for you to deliver an effective data privacy communications programme which includes training modules.

It contains a comprehensive guide for you to use to develop and embed communications within your business.

The approach is based on extensive research, consultation and two successful campaigns in the UK.

It will:

- Provide a proven framework that will allow you to tailor your own communications programme to meet your specific audience needs

- Show examples of existing materials and plans

- Help you reinforce the core messages and principles of data privacy

- Encourage the sharing of best practice to improve effectiveness.

You can either follow the step-by-step process or dip in and out of this tool kit and use whichever elements are appropriate to your needs. The end goal is the same: to enable you to design and implement a successful data privacy communications programme.

"Information is an asset: so protecting that information is vital to the success of our business."

Suzanne Rodway, Group Privacy Director

Content

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1. **What is think privacy?**

2. **Generic communications**

3. **Campaign communications**

4. **Approach**

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   Step 2: Design

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   Step 4: Launch

   Step 5: Measurement

5. **Contacts**

6. **Appendices**

   Key messages and copy

   Roles and responsibilities

   Delivery matrix

   Design and production agencies

What is TH!NK PRIVACY?

4
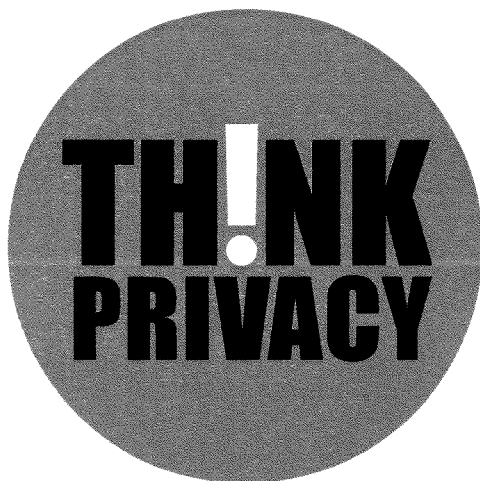
This communication programme has been developed around a simple idea called TH!NK PRIVACY. We want colleagues to always think about their intended behaviours when working with personal data.

The TH!NK PRIVACY icon (shown here) is the foundation for all our communications. It is the common thread that runs through all activity, and through repeated and global use will become a symbol for data privacy at Barclays.

But of course just using the TH!NK PRIVACY icon alone on communications is of limited effectiveness. So we have developed two types of communication activity (generic and campaign) that use the TH!NK PRIVACY idea and icon, and provide the flexibility and scope for us to communicate more detailed and varied messages. These are covered over the next few pages.

Through global use and consistent reinforcement, TH!NK PRIVACY will remind people to think about data privacy.

Generic communications 5

Generic communications should be used for long-term messages about data privacy. The UK campaign developed core messages that were applied to a range of materials, for example stickers on confidential waste bins and clear desk policy notices.

Generic communications have a coherent look and feel and use a neutral tone of voice to inform, educate and influence perceptions about data privacy. View these as the equivalent of a "brand" or corporate campaign, providing a platform and background for other activity. They are simple and straightforward, but often use subtle wit to engage.
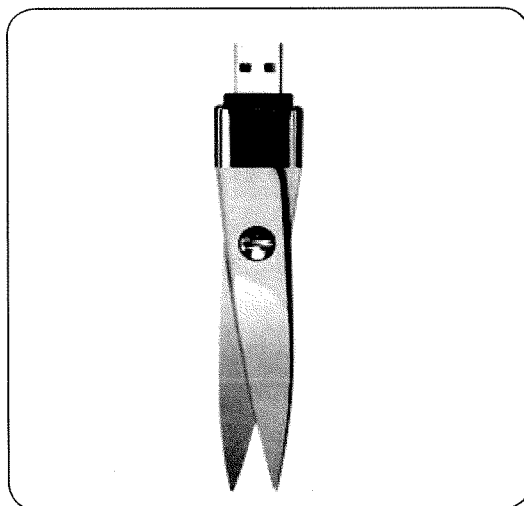
Campaign communications

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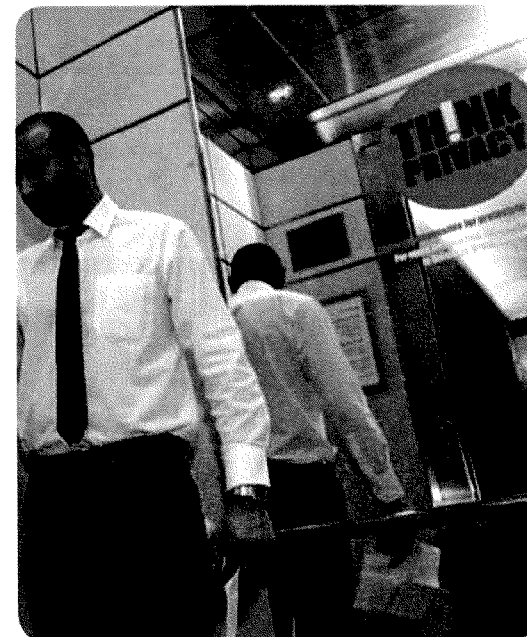
Campaign communications will change over time, and are well suited for specific short-term tactical issues and to address evolving stages of behavioural change.

A range of different concepts have been developed to allow flexibility in tone of voice, personality and messages. This gives an opportunity for more emotive messages to be used to stimulate a stronger response. It's up to you to choose which works best for your audience, message and desired outcomes.

Campaign communications always include the TH!NK PRIVACY icon as an endorsement to link them together.

YOU CAN'T UNSEND DATA?

CAMPAIGN OPTIONS

You will need these later in this tool kit.
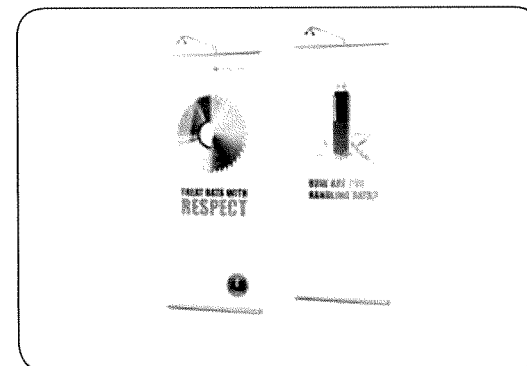
Using generic and campaign communications 7

generic comms + **campaign** = **data privacy programme**

Combining generic and campaign communications will increase the effectiveness of your programme. Generic communication activity provides the foundation noise level. Materials are used to deliver basic core messages about behaviours, and are used through channels where these messages will remain in place for the duration of the programme.

Campaign materials are used tactically to address specific issues. For example they are first used to launch the programme, as a boost to general awareness by their use of more emotive content. Later, they can be used to trigger participation in planned training activity or to drive a particular behaviour.

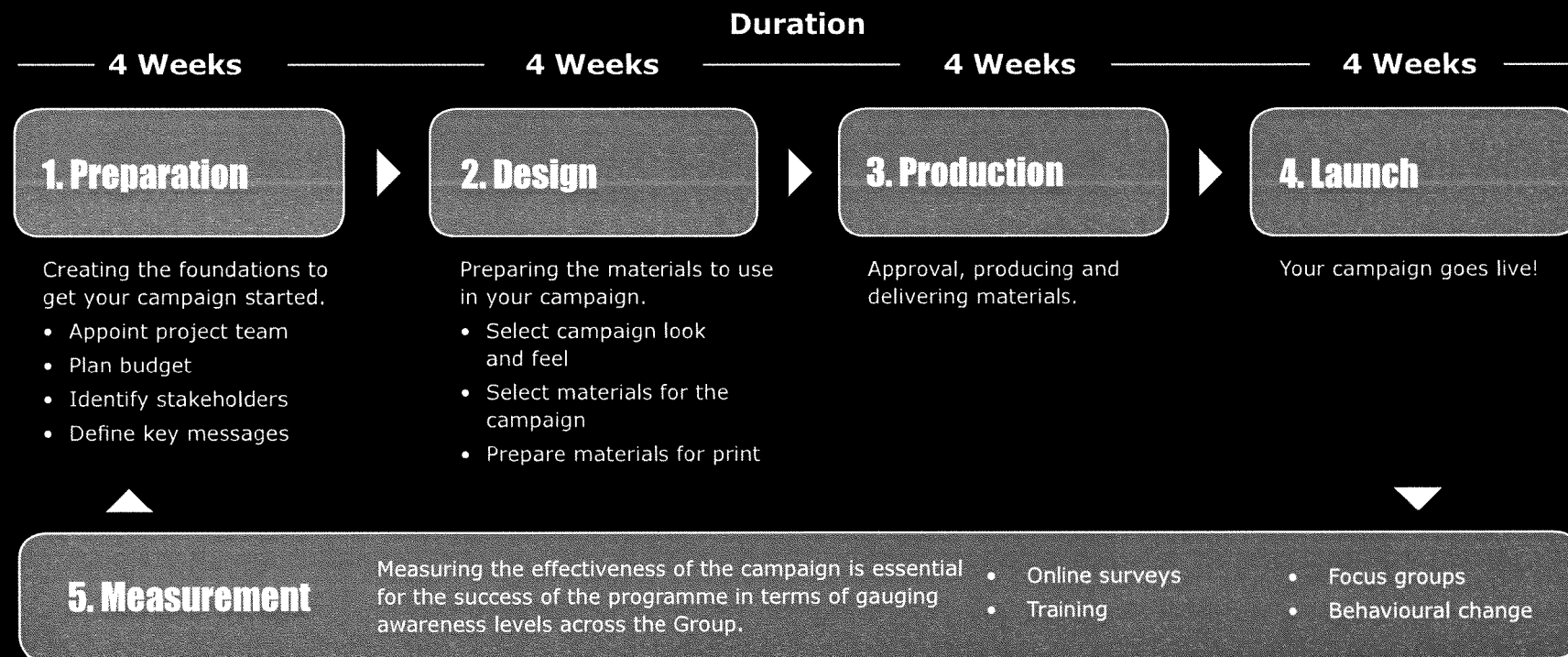**Generic communications**

Launch campaign   **Behaviours campaign**   **Training campaign**

The five-step process ① ② ③ ④ ⑤

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This five-step process will help you plan and launch a high quality, well-timed campaign that is consistent with our global approach.

Duration

—— 4 Weeks ——	—— 4 Weeks ——	—— 4 Weeks ——	—— 4 Weeks ——
1. Preparation	**2. Design**	**3. Production**	**4. Launch**
Creating the foundations to get your campaign started.	Preparing the materials to use in your campaign.	Approval, producing and delivering materials.	Your campaign goes live!
• Appoint project team • Plan budget • Identify stakeholders • Define key messages	• Select campaign look and feel • Select materials for the campaign • Prepare materials for print		

5. Measurement — Measuring the effectiveness of the campaign is essential for the success of the programme in terms of gauging awareness levels across the Group.

- Online surveys
- Training
- Focus groups
- Behavioural change

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Step 1: Preparation

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The first step is to consider what resources you need and who your key stakeholders are.

APPOINT PROJECT TEAM

Your project team should include you, your Business Unit Privacy Manager and Internal Communications representative.

An appointed design agency have worked on the data privacy programme. They can provide consultancy and design expertise. They will work closely with your local print provider. Both parties will be part of your project team.

Our design agency and printers provided the design, artwork and production of the materials used in the UK.

A summary of the roles and responsibilities of your project team is in the appendix.

PLAN BUDGET

You will need to specify the requirements for your communication materials and then ask your design agency or your print providers, to price them for you.

So think about:

– how many locations/floors your campaign will cover?

– what items and how many you would like to produce?

– the creative approach

IDENTIFY STAKEHOLDERS

Your initial set of stakeholders will be those involved in the development of the awareness communications, and those impacted by them.

Other stakeholder groups to consider are:

– Senior Executives

– Business Management

– Building/Security Managers

– Location Representatives

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Step 1: Preparation 🔳⬜⬜⬜⬜ 10

DEFINE KEY MESSAGES

It's often useful to think of the messaging in terms of the audience journey. In this case we think there are three key steps as shown below.

Have a look at the key messages used in the UK campaign as your starting point.

STAGE 1
THINK

"I understand that supporting privacy compliance is important in order to protect Barclays reputation and reduce the risk of regulatory fines."

At this stage colleagues have a basic understanding of data privacy requirements and general principles of behaviour.

▶

STAGE 2
KNOW

"I know that I need to protect data before sending it to a third party."

At this stage colleagues understand and define their individual and collective roles and responsibilities.

▶

STAGE 3
ACT

"I always get my data files encrypted or password protected before sending them externally. I always check that data has been received securely at the other end."

At this stage colleagues are delivering appropriate data privacy actions and behaviour.

You also need to consider the following:
– what is the existing level of knowledge within your Business Unit?
– what are the relevant practices, laws and regulations?
– what measurement activity are you undertaking?

Step 2: Design

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You now need to choose a creative approach for your campaign, four routes have already been developed – 'generic', 'hazard', 'edgy type' and 'data line'. Over the next few pages, you can see the range of materials developed for the UK campaigns.

You can choose to use the same materials and tweak to suit your audience's needs, add new materials, or choose a different creative approach. Take a look at what there is and the rationale behind each one. Remember to think about what *your* campaign is trying to achieve.

You're not alone at this stage of the project. Our design agency will provide consultation and materials to help you create effective communications for your data privacy programme.

Step 2: Design

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GENERIC

This is a pick 'n' mix of items that can be used as part as your campaign.

Go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).
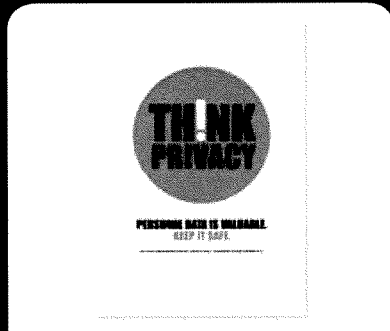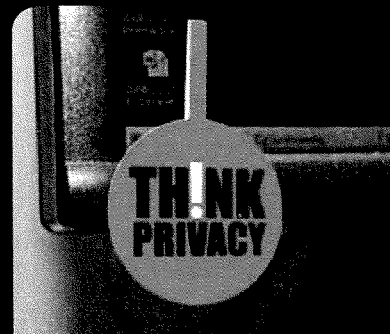
Opaque plastic folder

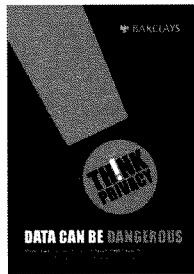**Think privacy stickers**

Mousemats

Stickers of shame

Screen wobblers

PC mirror

Step 2: Design

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T-shirt

Poster

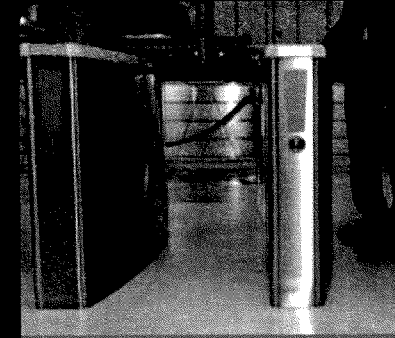**Lift stickers**

Pull-up banner
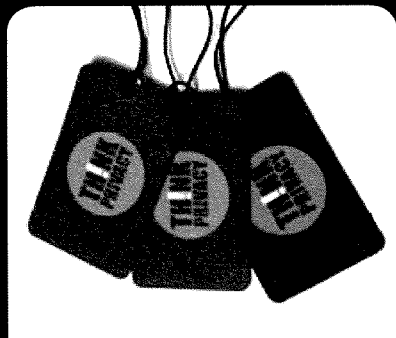
Security tags

Toilet stickers

Confidential bin stickers

Security barrier stickers

GENERIC (cont.)

Step 2: Design

□ 2 □ □ □   **14**

Poster

Pull-up banner

Printer sticker

DL leaflet

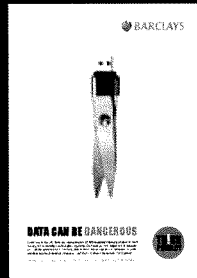**Intranet banner**

GENERIC (cont.)

Step 2: Design

□ 2 □ □ □

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'HAZARD' CAMPAIGN

Hazard was the creative approach for UK campaigns.

Go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).
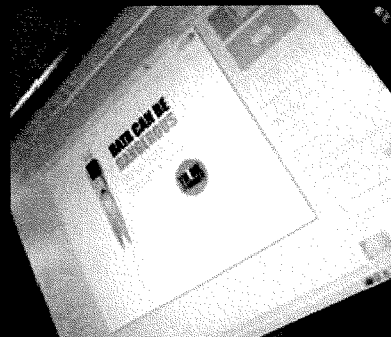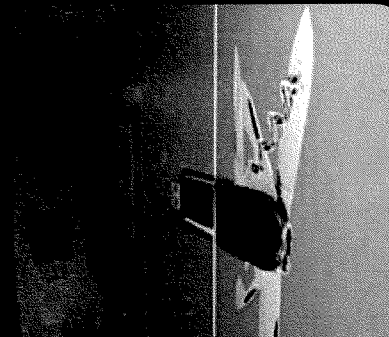
Poster

Corner installation

Pull-up banners

Pop up intranet banner

Kitchen cupboard stickers
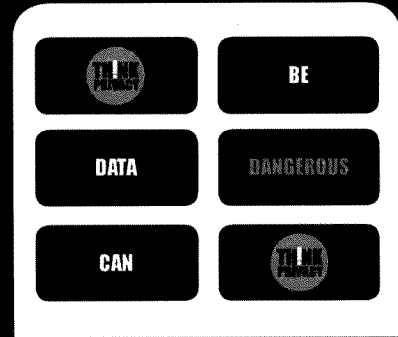
Intranet banner (static or animated)

Step 2: Design

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'EDGY TYPE' CAMPAIGN

'Edgy Type' was the creative approach for Portugal campaign. The translated versions are also available.

Go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).

Step 2: Design

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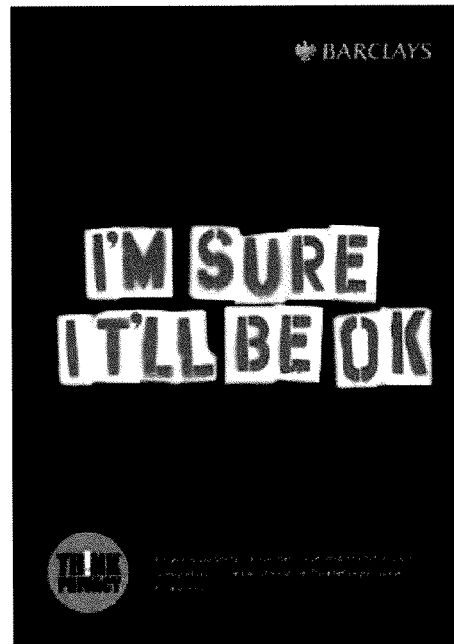
'DATA LINE' CAMPAIGN

'Data Line' was used in Barclaycard's phase 2 poster campaign. These posters were also available in German.

Go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).
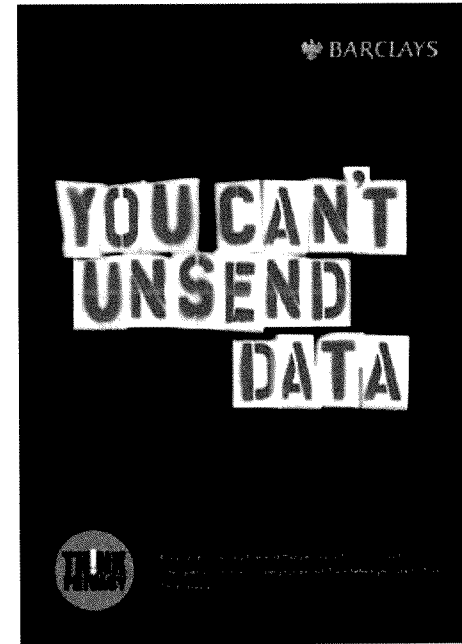

DATA CAN BE PERSONAL

DATA HAS A 'USE BY' DATE

ONLY CAPTURE RELEVANT DATA
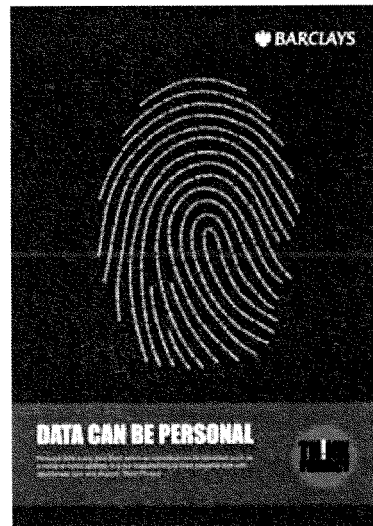
Step 2: Design

BARCLAYCARD PHASE 4 CAMPAIGN

This campaign was developed to fit within the Barclaycard brand identity. These posters were also available in German.

Go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).

Step 2: Design

2

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GROUP DATA PRIVACY CAMPAIGN 2009

A message in context route was developed and launch for Group employees in November 2009.

Go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).
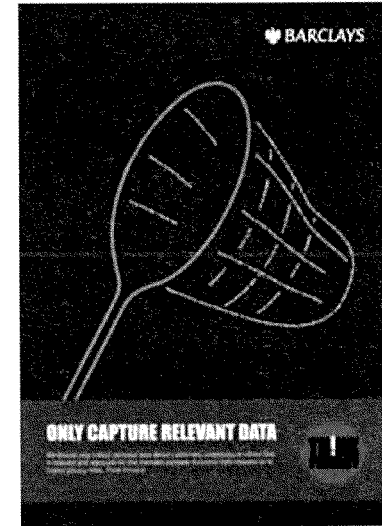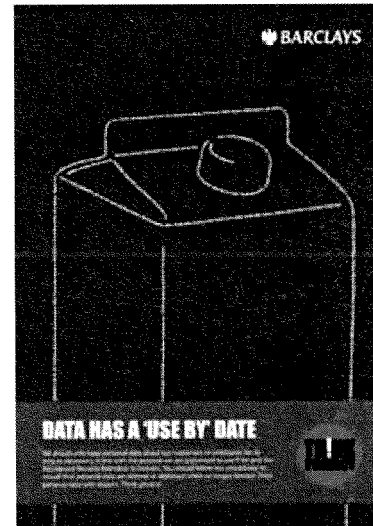
Step 2: Design

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OTHER CONCEPTS

We have four alternative creative approaches that have been developed for campaign activity.

You can get a glimpse of them here or go to the appendix (pages 31 to 34) to see the full range of materials produced around Barclays. If you want to use any of these items or create new ones contact our design agency (see pages 26 and 30).
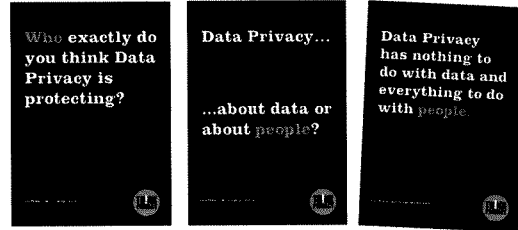
Just type

No imagery just words, which means ease of application locally, and high flexibility, with the opportunity to use everything from quotes, anecdotes, instructions and even individual symbols.
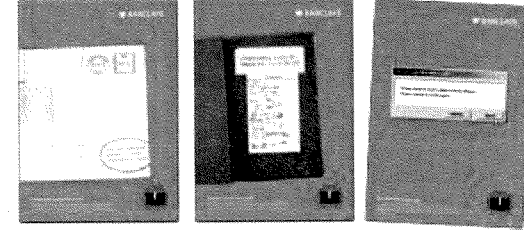
Message in context

A witty approach that does what it says on the tin – it puts the message in context.

Silhouette

This campaign sets out to keep all communications simple, straight forward and distinctive. And yet it can still deliver powerful messages to make audiences think. The limited block colour and basic visual style makes it relatively easy to produce.

Stylised

Rather reminiscent of cinematic posters of 60's thrillers, with its "slightly sinister but safe" tone of voice. This route offers a recognisable style to distinguish communications.

Step 3: Production   □□③□□   21

As the design nears completion, you need to ensure campaign materials are approved, final numbers confirmed and full details for delivery gathered.

APPROVALS PROCESS

You need to establish an approval process in advance for all your communications including the artwork that you produce which will form the basis of your campaign. The Project Manager and Internal Communication Representative needs to review the final artwork and the Accountable Executive/Project Sponsor needs to approve it before it can go to print.

PRODUCTION

Confirm the number of items that you need produced and liaise with your local printers. If you are producing materials that require professional installation (e.g. wall hangings or large stickers), discuss with your printers how these will be put up and taken down again. Also talk about 'making good' any areas at the end of your campaign.

DELIVERY & DISTRIBUTIONS

You need to identify a contact name in each campaign location to receive delivery of the materials and arrange for distribution of them.

Confirm that you have all names, addresses, telephone numbers and email addresses correct. Confirm the number of materials that you are sending to each location. This information is critical when something goes missing. Have a reserve, just in case.

Step 4: Launch

☐ ☐ ☐ **4** ☐

You've done all the hard work and launch day is upon you. Here are some top tips for making sure the launch of your campaign is successful:

TH!NK PRIVACY

1. Take the time to check that all your materials have been received at the appropriate sites and the contact person has distributed them.

2. Check that everyone playing a specific role in the campaign, knows what they're doing, and can successfully perform their role.

3. On launch day, walk round the building and make sure that the installations are in place, posters are up and everything is ready for the week(s) ahead.

4. If people are handing out information, or manning a stall, make sure they have all the items and instructions they need.

5. Be available for any queries that arise on the day. There are often teething issues, although these do tend to be small. It's always good to be able to respond quickly to queries or issues.

6. Take time to speak to people who see the campaign. This is a great way to pick up anecdotal feedback.

Step 5: Measurement ☐☐☐☐⑤ 23

It is important to be able to prove the success of your awareness communications and training, and to be able to identify behaviours are changing as a result.

This tool kit includes a carefully constructed set of evaluation processes for delivering standard measurements of effectiveness. These are:

ONLINE SURVEYS

These can be used before and after your campaign, to establish a benchmark of your audience's understanding about data privacy, and to assess the effectiveness of the communications activity. The survey questions focus on identifying additional knowledge requirements. Example questions have been provided for you in the Appendix.

TRAINING

By engaging with your Business Unit's learning management system administrator, you will be able to gain statistical information on the completion rates of your training modules. If you are implementing face-to-face or paper-based training, you will need to set up a process for capturing completion rates.

FOCUS GROUPS

Pre-campaign focus groups provide an in-depth understanding of existing perceptions, behaviours and actions following a campaign. The facilitator will provide formal evaluation of the results is produced highlighting the key conclusions from the discussions, which helps to inform the planning process.

Follow-up focus groups can also help assess effectiveness, reach and coverage.

BEHAVIOURAL CHANGE MEASUREMENT

You will also need to identify measures that show how people's behaviours are changing as a result of the awareness activity that you are doing. For example, you may want to track the rise in the number of incidents reported, or calls to the Privacy Manager, or hits on the intranet site.

Contacts

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APPENDIX: Key messages and copy
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These key messages and copy developed for the UK campaign in 2008.

BEHAVIOUR	KEY MESSAGES	COPY FROM UK CAMPAIGN
SAFE DATA TRANSFER Displays knowledge of the requirements for handling data in their role. Demonstrates an understanding that employee and customer data has value.	* Our data is valuable. * Safe transfer of data. * Think before you send personal data. * Serious repercussions if we don't look after the personal data we are trusted with. * Always protect data. * Ensure data is delivered to the right place.	As a business we need and use personal data from our customers and colleagues in many different ways. It is the lifeblood of our business. We all have a responsibility to ensure that we look after and protect this data. Extra care always needs to be taken if personal data is being transferred or sent off site. Don't take risks, seek advice.
DATA SECURITY **(INCLUDING REMOTE WORKING/ TAKING DATA OFFSITE AND SAFE DISPOSAL)** Displays knowledge of the requirements for handling data in their role. Demonstrates an understanding that employee and customer data has value.	* Our data is valuable. * Safe data disposal. * Make sure you only take the data you need offsite. * When offsite, your data is always protected. * Data is safe with you.	Every year in the UK, there are approximately 65,000 reported attempts at identity theft, making it the country's fastest growing crime. Criminals actively target banks because we hold the personal data most valuable to them. Make sure you act responsibly with any data you hold, send or dispose of, and that it is always protected. You've seen the headlines. If we don't look after personal data there can be serious repercussions. If you are taking or sending data off-site you must take personal responsibility for ensuring it is always protected.
INCIDENT REPORTING	* Open and honest.	If you lose personal data, report it straightaway to your privacy manager.

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APPENDIX: Roles and responsibilities   26

PROJECT MANAGER

STEP 1: PREPARATION	STEP 2: DESIGN	STEP 3: PRODUCTION	STEP 4: LAUNCH	STEP 5: MEASUREMENT
Set up the project team, plan the budget and brief the key stakeholders – when identifying key stakeholders ensure you consider all those who will be impacted by the campaign. You need to engage with co-located business units.	Manage the design process with, and capture input from, the key stakeholders.	Oversee the production of the awareness products that will be used in the campaign and complete the 'Delivery and Distribution' matrix.	Manage stakeholder expectations prior to launch.	Define which key behaviours you want to change following the campaign.
Define the key messages, audiences and locations for the awareness campaign.	Advise the design agency of the key messages and communication requirements.	Review and recommend for Accountable Executive approval, all artwork, text and products before authorising production.	Check all materials are in place (e.g. stickers, wall hangings) and that each of the location contact points have all their materials.	Formally define the type of measurement that will be taken prior to, during and following the campaign.
Discuss with the Privacy Manager and confirm whether training will be incorporated into the communication plan.	Confirm the audience(s) and training modules to be included in the campaign.	Finalise the budget.	Check that all online communications are published.	Provide measurement proposals and confirm with the Project Team which ones are the most appropriate for the business unit.
Draft the communications plan.	Confirm the type of awareness products that will be used in the campaign.	Ensure a process is in place to upload all the online (intranet) communications for the launch.	Be available to answer queries and sort out last minute hitches.	Confirm how the measurement information will be collated, and by whom – if metrics are being collected by another person, provide them with the template.
Brief the design and print agencies on the awareness campaign requirements.	Manage the production of intranet communications, e.g. stories, blogs, news items.			Ensure all measurement proposals are approved by the Accountable Executive.
Brief the Privacy Manager and champions in the business unit on the communications plan and capture input.	Finalise the communication plan.			
Define the approvals process for the artwork, text and final products.				

APPENDIX: Roles and responsibilities 27

ACCOUNTABLE EXECUTIVE/PROJECT SPONSOR

STEP 1: PREPARATION	STEP 2: DESIGN	STEP 3: PRODUCTION	STEP 4: LAUNCH	STEP 5: MEASUREMENT
Approve the budget, the project team membership and agree the plan. Brief key Senior Executive stakeholders. Agree with approval process for the artwork, text and final products.	Agree the key messages, audiences and type of awareness products that will be used in the campaign. Agree the communication plan.	Approve all artwork, text and awareness products ready for production. Approve the budget.	Be available to deal with queries or complaints that have been escalated by the Project Manager, or received directly from Senior Executives.	Approve the measurement proposals.

BLUE GOOSE OR DESIGN AGENCIES

STEP 1: PREPARATION	STEP 2: DESIGN	STEP 3: PRODUCTION	STEP 4: LAUNCH	STEP 5: MEASUREMENT
Provide an indication of costs. Assist with the definition of the key messages for the awareness campaign.	Advise on development of the key messages and capture any stakeholder input. Design the artwork to support the campaign requirements and advise on the development of the awareness materials, e.g. posters, stickers etc. Advise on development of the communications plan.	Provide final images and text for sign-off. Firm up costs.		

APPENDIX: Roles and responsibilities 28

COMMUNISIS (OR YOUR LOCAL PRINTERS)

STEP 1: PREPARATION	STEP 2: DESIGN	STEP 3: PRODUCTION	STEP 4: LAUNCH
Provide high-level costs and print deadlines.	Advise on the development of the awareness campaign materials, e.g. posters, stickers, banners etc.	Confirm installation and removal procedures. Source samples for products as appropriate and test the products to ensure that their design is suitable. Review delivery and distribution matrix and ensure all information is present. Firm up costs. Produce the materials and deliver them to the appropriate contact points. Provide proofs of artwork to client and design agency.	Be available to answer queries and sort out last minute hitches.

INTERNAL COMMUNICATIONS REPRESENTATIVE

Please contact your Internal Communications Representative, they will provide you with advice and consultation services on the communications you wish to undertake.

Please also engage the GRB Centre Privacy Manager whose contact details can be found on page 21.

Group Centre	Lucy Tones	020 7116 3154
GRB	Elizabeth Brown	020 7116 4844
IBIM	Jane Jerome	020 7773 6133

APPENDIX: Delivery matrix

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LOCATION NAME	LOCATION ADDRESS	AREAS/ FLOORS TO BE INCLUDED IN CAMPAIGN	CONTACT NAME TO RECEIVE MATERIALS	CONTACT E-MAIL ADDRESS	CONTACT TELEPHONE NUMBER	NUMBER AND TYPE OF MATERIALS BEING RECEIVED AT EACH LOCATION				OTHER INFORMATION
						POSTERS	STICKERS	ETC	ETC	

Design and production agencies

blue goose

blue goose is our appointed design agency. It has been involved in the data privacy programme from the beginning. It completed extensive research and developed a number of concepts to support the communications of data privacy within Barclays.

blue goose designed all the materials for the UK and Portuguese campaigns. If you want to use any of the items or concepts shown in this tool kit, contact blue goose.

Milly James
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+44 207 299 1974
+44 7779 161959
milly@bluegoose.co.uk

Communisis

Communisis is Barclays dedicated print and production company based in the UK. It arranged the printing of all materials for the UK campaign.

Ilan Frankel
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+44 7887 932 056
ilan.frankel@communisis.com

Materials available

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Barclays Capital

BarCap Artwork

Barclaycard Campaigns

Hazard Posters: German

Data Privacy Day Logon Screens - Generic: English / German

Calendar: English / German

Data Privacy Day Competition Flyer: English / German

Data Capture Posters I: English / German

Data Capture I Logon Screens: English / German

Data Capture Posters II: English / German

Data Capture II Logon Screens: English

Phase 4 Posters: English / German

Phase 4 Logon Screens: English / German

Materials available

Barclays Wealth

You can make a Difference - Pop-up Banner: English

You can make a Difference Leaflet: English / French / Spanish

BGI

How are you handling Data Poster: English

Generic

A4 Sticker Set

Clear Desk Card of Shame: English

Laptop Sweep Card of Shame: English

Data Can be Dangerous - Pull-up Banner: English

Data Can be Dangerous - Confidential Waste Sticker - Landscape: English

Data Can be Dangerous - Confidential Waste Sticker - Portrait: English / Portugese

Privacy Logo

Lift Sticker: English

PC Mirror: English

Mousemat: English / Portugese

Materials available

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Opaque A4 folder: English / Portugese

Screen Wobblers

Security Barrier Stickers

Security Tag: English / Portugese

Toilet/ Lift Sticker: English / Portugese

Privacy T-Shirt

Hazard Campaign

Hazard Posters: English

Corner Wall Hanging: English

Kitchen Cupboard Swiss Army Knife Stickers/Posters: English

Group Data Privacy Campaign

Group Data Privacy Posters: English

Group Data Privacy - Pull-up Banner: English

Materials available

Portugal

 Edgy Type Posters: Portugese

UK Retail Banking

 In Your Hands Poster

 In Your Hands Static Banner

 In Your Hands Leaflet

 In Your Hands Printer Stickers

 In Your Hands Pull-up Banner