

Barclays Operational Resilience Client Statement

Barclays maintains a robust resilience framework with our clients' and customers' interests at the centre. Our aim is to be able to continue delivering services and meet our clients' and customers' needs during business disruptions, crises, adverse events and other types of threats.

Barclays' Approach to Operational Resilience

Our commitment to operational resilience is delivered through a strong and effective control environment which is aligned with the Barclays Enterprise Risk Management Framework (ERMF). The Policy and Standards that underpin operational resilience are integrated within the ERMF, to ensure there is a consistent approach, across all business units and locations. Our Standards define and set the requirements for continuity planning, crisis management response and recovery for our business services.

Governance and oversight is provided through Resilience Councils (at Business Unit and Group level), the Group Board and Board Risk Committee.

Focusing on Business Services

Resilience at Barclays focuses on the end to end resilience of the business services we provide to customers and clients, ensuring that all service components can deliver the required levels of resilience. All business services are evaluated to assess their criticality, taking into account how their unavailability would impact customers, clients, and the wider market. Assessing and understanding the criticality of our business services helps us shape strategies for managing and continuously improving resilience; with higher levels of resilience required for the business services assessed as being the most critical.

Responding to Operational Disruption

Barclays operates a multi-layer, multi-discipline global response framework for all of our businesses. There is a network of local and functional Incident Management Teams; Business Unit and group-wide Crisis Leadership Teams; and three Joint Operations Centres globally, to co-ordinate our response to disruption at any scale. Barclays' Incident and Crisis Management capabilities are regularly tested and assessed for effectiveness. We do this through intelligence-driven, scenario-based exercises to ensure a timely and appropriate response to disruption.

Whilst the business impact caused by an incident or a crisis is difficult to predict with certainty, Barclays has designed a framework to ensure the firm is prepared for a variety of disruptions which impact our operations such as disruption to technology, data, third parties, premises and people. Our response and recovery plans are subject to a rigorous testing programme which is regularly evaluated and matured over time in response to the changing threat landscape, regulatory requirements and industry best practice. Learning from our testing is a key priority, with any identified issues logged and tracked to resolution. Learning from Live Incidents, via Post Incidents Reports, is also a key enabler for Resilience maturity.

Working with Regulators and Industry

Barclays maintains regular engagement with relevant regulators to review the suitability of recovery plans, and participates in sector-wide exercises to develop and validate collective integration for our bank and the financial sector. Barclays also participates in industry-wide resilience collaboration groups to ensure best practice is considered and implemented according to our business needs.

Barclays approach to resilience considers the following components and strategies:

Technology Resilience

Barclays uses multiple locations, including data centres and cloud service providers, to host the technology which supports the business services we provide to customers and clients. These technologies are deployed in two or more locations to ensure they are resilient.

Our technology, data and cyber recovery Standards articulate clear expectations for recovery from disruption such as the loss of a technology service, loss of data and loss of a data centre, driven by the criticality of the business services supported.

The most critical systems are configured to be highly resilient, typically through 'active-active' configurations which provide IT Services from multiple, separate locations.

Our technology is tested regularly to ensure resilience capability is in line with our Standards.

Workforce Resilience

Barclays uses various workforce recovery strategies to provide flexible solutions to workforce disruption. These include the distribution of skills and colleagues across locations, the provision of alternative working locations, and remote working.

Our alternative working locations are predominantly situated at a sufficient distance from the production offices, on a separate power grid, have uninterruptable power supply and are tested by staff relocating to the site on an annual basis.

We are continuously exploring and deploying new technology solutions to enhance the firm's resilience, including, for example, enabling our customer support colleagues to work from home instead of from call centers.

Third Party Resilience

Barclays has robust Third Party Service Provider (TPSP) selection and management Standards, led by a dedicated Procurement function. TPSP risks, including resilience, are assured using questionnaires, remote reviews, site visits and participation in exercises, depending on a number of factors, including each TPSP's criticality.

Barclays has a robust assessment process to define the clear expectations for recovery to be placed on a TPSP. The outcome of such assessments determines the Recovery Planning Supplier Control Obligations to be included within contracts.

Crisis Management

Barclays' Chief Security Office operates three Joint Operations Centres (JOCs) operating in the UK, the US and India. Together, the JOCs are available 24x7x365 and are designed to coordinate incident response using a standardised and mature methodology supported by our Crisis Management Framework.

The Crisis Management Framework comprises several layers of Crisis Leadership Teams (CLTs) at country, regional, group-level and business unit, through which an incident may be escalated.

The CLTs have a range of pre-defined plans, which address a wide range of disruptions and help structure our response should disruption occur, including the communication requirements for the Bank's internal and external stakeholders, clients and customers and the wider market. CLT plans and exercise scenarios are regularly reviewed and updated to ensure they remain current and relevant.

In addition, CLTs participate in annual exercises with additional briefings and training taking place throughout the year. All colleagues participate in annual online resilience training so that they are aware of their respective responsibilities in the event of a disruption.

Regulatory Compliance

As a large financial institution, Barclays is a regulated entity including when it comes to the Bank's resilience measures. Barclays maintains contact with regulators and industry bodies in each of the countries and regions where we provide services to ensure that our approach to resilience is consistent with or better than the industry practice.

We continuously review, enhance and mature our capabilities to ensure the Bank's approach to resilience is aligned with regulatory guidance and requirements.

In 2021 Barclays commissioned an industry benchmark analysis of our resilience framework and programme. The assessment was carried out by an independent third party and the results confirmed that Barclays continues to incrementally mature its resilience practices and capabilities each year. Assessment outcomes and recommendations are reviewed regularly updated as part of the Framework.

Barclays' Resilience Contacts

For more information on our approach to Operational Resilience, speak to your regular contact person in the first instance. Should a disruptive event affecting regular communications with us, please refer to www.home.barclays.

Barclays approach to Operational Resilience may evolve over time and we may update this summary periodically without notice.