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See slide 36 for where to find further information on ESG at Barclays
Our strategy and ESG progress
Our Purpose, Values and Mindset underpin our strategy

Our Purpose...
The reason Barclays exists; the societal need we fulfil
We deploy finance responsibly to support people and businesses, acting with empathy and integrity, championing innovation and sustainability, for the common good and the long term

Our Values:
Our moral compass; what we believe is right
Respect. Integrity. Service. Excellence. Stewardship

Our Mindset:
How we get things done
Empower. Challenge. Drive

influences our strategy...
Strategic priorities to sustain and grow
- Delivers next-generation, digitised consumer financial services
- Deliver sustainable growth in the CIB
- Capture opportunities as we transition to a low-carbon economy

creating positive outcomes for our stakeholders
- Customers and clients
- Colleagues
- Society
- Investors

Which in turn helps us fulfil our Purpose
Our ongoing focus on ESG priorities

2020
- Announced ambition to be a net zero bank by 2050
- Launched BlueTrack™ to measure/track our financed emissions
- Launch of £100m COVID-19 Community Aid Package
- Launch of our Race at Work Action Plan
- ExCo position created for Group Head of Public Policy & Corporate Responsibility

2019
- Joined Paris Agreement Capital Transition Assessment (PACTA) pilot
- Founding signatory of the Principles for Responsible Banking (PRB)

2018
- Targeted £100bn of green financing by 2030 and £175m investment in green innovation
- One of the first mainstream UK banks to launch a “green mortgage”

2017
- Signed statement of support of the FSB’s Taskforce on Climate-related Financial Disclosures (TCFD)
- Sustainable Finance Framework developed
- Published first Group Statement on Modern Slavery

2016
- Began working with Carbon Disclosure Project (CDP) to calculate supply chain emissions from top 39 suppliers
- Launched Unreasonable Impact accelerator
- Published Human Rights statement
- Founding signatory of the HM Treasury Women in Finance Charter

Pre-2016
- Joined the Paris Pledge for Action
- Launched LifeSkills
- Launched the Barclays Way – our Code of Conduct
We made significant progress against our ESG strategy in 2021

- Exceeded our £150bn social, environmental and sustainability-linked financing target
- £100m COVID-19 Community Aid Package supported >370 charity partners to date around the world
- Added socio-economic inclusion as our sixth D&I agenda
- Introduced new Race at Work ambitions to increase black and minority ethnic representation in our workforce
- Extended our Female Innovators Lab in partnership with Anthemis to cover UK and Europe
- Expanded eligibility criteria of our Green Home Mortgage to include new build properties of EPC band A or B

- Founding member of the Net-Zero Banking Alliance (NZBA), part of the Glasgow Financial Alliance for Net Zero (GFANZ)
  - Achieved an -86% reduction in our Scope 1 and 2 emissions, exceeding our target of -80%
  - Reduced our absolute financed Energy emissions by -22% and our Power portfolio emissions intensity decreased -8%
  - Facilitated c.£62bn of green financing since 2018, making strong progress against our £100bn target by 2030
  - Developed BlueTrack™ to cover Cement and Metals (Steel), with targets to be announced in advance of 2022 AGM
- Joined the Get Nature Positive Commitment and Taskforce on Nature-related Financial Disclosures (TNFD) Forum

- Developed BlueTrack™ to cover Cement and Metals (Steel), with targets to be announced in advance of 2022 AGM

- Launched our updated Purpose, Values and Mindset
- Announced ‘Say on Climate’ shareholder vote to be held at the 2022 AGM
- Elevated climate risk to a Principal Risk effective from 1 January 2022
- Established our Operational Sustainability Steering Committee

* 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/
We measure our progress against key metrics and targets

<table>
<thead>
<tr>
<th>Environment</th>
<th>Targets</th>
<th>As at Dec-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emissions</strong></td>
<td>GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline</td>
<td>-80% (2021)</td>
</tr>
<tr>
<td></td>
<td>Energy / Power portfolio emission1 reductions</td>
<td>-15% / -30% (2025)</td>
</tr>
<tr>
<td></td>
<td>Social, environmental and sustainability-linked financing facilitated</td>
<td>£150bn (2018 – 2025)</td>
</tr>
<tr>
<td></td>
<td>Green financing facilitated</td>
<td>£100bn (2018 – 2030)</td>
</tr>
<tr>
<td></td>
<td>Sustainable Impact Capital Programme</td>
<td>£175m (2025)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financing &amp; Investment</th>
<th>Targets</th>
<th>As at Dec-21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Colleagues</strong></td>
<td>Females at Managing Director and Director level</td>
<td>33% (20252) (28% by 2021)</td>
</tr>
<tr>
<td></td>
<td>Colleague engagement</td>
<td>‘Maintain engagements at healthy levels’</td>
</tr>
<tr>
<td></td>
<td>LifeSkills – Number of people upskilled</td>
<td>10m (2018 – 2022)</td>
</tr>
<tr>
<td></td>
<td>Females on the Board</td>
<td>≥33%</td>
</tr>
<tr>
<td></td>
<td>Ethnically diverse members of the Board</td>
<td>≥14</td>
</tr>
<tr>
<td></td>
<td>Females on Group ExCo and ExCo direct reports</td>
<td>33%</td>
</tr>
</tbody>
</table>

1 Refers to absolute emissions (MtCO2) for Energy and emissions intensity (KgCO2/MWh) for Power
2 Newly announced Gender ambition
3 With the appointment of Robert Berry (effective 8 February 2022), the percentage of females on the BPLC Board of Directors will decrease to 31%

Δ 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/1

Aligned with the Parker Review on the ethnic diversity of UK Boards |
## Our external ESG ratings

<table>
<thead>
<tr>
<th>Agency</th>
<th>Rating type</th>
<th>Scale (best to worst)</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Year on year</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCI</td>
<td>MSCI ESG rating</td>
<td>AAA – CCC</td>
<td>BBB</td>
<td>A</td>
<td>AA</td>
<td>Upgraded by one notch</td>
</tr>
<tr>
<td><strong>Sustainalytics</strong></td>
<td>Sustainalytics ESG Risk Rating</td>
<td>0 – 100</td>
<td>31.7 (high risk)</td>
<td>23.9 (medium risk)</td>
<td>25.1 (medium risk)</td>
<td>-1.2pts (stable at medium risk)</td>
</tr>
<tr>
<td><strong>S&amp;P Global</strong></td>
<td>S&amp;P Global Corporate Sustainability Assessment (CSA)</td>
<td>100 – 0</td>
<td>70 (77\textsuperscript{th} percentile)</td>
<td>77 (88\textsuperscript{th} percentile)</td>
<td>78 (92\textsuperscript{nd} percentile)</td>
<td>+1pt (+4 percentiles)</td>
</tr>
<tr>
<td><strong>FTSE Russell</strong></td>
<td>FTSE Russell ESG Rating</td>
<td>5 – 0</td>
<td>4.8 (97\textsuperscript{th} percentile)</td>
<td>4.7 (94\textsuperscript{th} percentile)</td>
<td>4.2 (92\textsuperscript{nd} percentile)</td>
<td>-0.5pts (-2 percentiles)</td>
</tr>
<tr>
<td><strong>ISS ESG</strong></td>
<td>ISS ESG Corporate Score</td>
<td>A\textsuperscript{+} – D\textsuperscript{-}</td>
<td>C\textsuperscript{-}</td>
<td>C\textsuperscript{-}</td>
<td>C\textsuperscript{-}</td>
<td>Stable (C\textsuperscript{-} highest attainable score for banks)</td>
</tr>
<tr>
<td></td>
<td>ISS Environmental Disclosure Quality Score</td>
<td>1 – 10</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>At highest available score</td>
</tr>
<tr>
<td></td>
<td>ISS Social Disclosure Quality Score</td>
<td>1 – 10</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>At highest available score</td>
</tr>
<tr>
<td><strong>Moody’s ESG Solutions</strong></td>
<td>Moody’s ESG Solutions ESG Assessment\textsuperscript{1}</td>
<td>100 – 0</td>
<td>48 (limited)</td>
<td>49 (limited)</td>
<td>55 (robust)</td>
<td>+6pts</td>
</tr>
<tr>
<td><strong>CDP</strong></td>
<td>CDP Climate Change Questionnaire</td>
<td>A – D\textsuperscript{-}</td>
<td>A\textsuperscript{-}</td>
<td>B</td>
<td>B</td>
<td>Stable with improvements in underlying scoring categories</td>
</tr>
</tbody>
</table>

\textsuperscript{1} This ESG Assessment was originally provided by Vigeo Eiris, which is now part of Moody’s ESG Solutions.
Environment
Our climate strategy

In March 2020, we announced our ambition to be a net zero bank by 2050, becoming one of the first banks to do so. We have a strategy to turn that ambition into action:

1. Achieving net zero operations
   Barclays is working to achieve net zero operations and supply chain emissions, investing in the continued decarbonisation of our operations and in the development of a net zero pathway for the emissions from our supply chain
   See slides 11-13

2. Reducing our financed emissions
   Barclays is committed to aligning its financing with the goals and timelines of the Paris Agreement
   See slide 14

3. Financing the transition
   Barclays is providing the green and sustainable finance required to transform the economies we serve
   See slides 26-29

Our strategy is underpinned by the way we assess and manage our exposure to climate-related risk. Climate Risk is a Principal Risk under Barclays’ Enterprise Risk Management Framework
Progress against targets for our own operations

GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline
-86%Δ against a target of -80% by the end of 2021

Progress against Barclays’ commitment to RE100¹
94%Δ against a target of 90% by the end of 2021 and 100% by the end of 2030

On-site renewable electricity generation²
0.1% against a target of 10% by 2035

Energy intensity reduction against 2019 baseline²
-21% against a target of -70% by 2035

Waste diverted²
46% against a target of 90% by 2035

¹ 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/ ² Global corporate renewable energy initiative with a commitment to source 100% renewable electricity for our global operations by 2030 | ² Refers only to our key campuses |
Barclays is working to achieve net zero for its own operations

Our operations\(^1\) have been carbon neutral\(^2\) since 2020. We will continue to invest in sustainable workplaces.

GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline

\[-86%\]^\(^A\) against a target of -80% by the end of 2021

Progress against Barclays' commitment to RE100\(^3\)

\[94%\]^\(^A\) against a target of 90% by the end of 2021 and 100% by the end of 2030

GHG emissions Scope 1 and 2 (location based) ('000 MtCO\(_2\))

\[197.4\] 170.2 146.2\(^A\)

\[171.3\] 148.7 124.2\(^A\)

\[26.1\] 21.5 22.0\(^A\)

Progress against targets

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope 1</th>
<th>Scope 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>29.0</td>
<td>228.1</td>
</tr>
<tr>
<td>2019</td>
<td>80.6</td>
<td>106.7\ (-58%)</td>
</tr>
<tr>
<td>2020</td>
<td>21.5</td>
<td>69.7\ (-73%)</td>
</tr>
<tr>
<td>2021</td>
<td>48.2</td>
<td>35.4\ (-86%(^A))</td>
</tr>
</tbody>
</table>

GHG emissions intensity\(^4\) (market based) (MtCO\(_2\)/FTE)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.16</td>
<td>1.07</td>
<td>0.46(^A)</td>
<td></td>
</tr>
</tbody>
</table>

Total energy use (GWh)

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>654,990</td>
<td>598,037</td>
<td>553,048(^A)</td>
</tr>
</tbody>
</table>

\(^A\) 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/ | ^\(^1\) Refers to our global direct Scope 1, 2 and 3 business travel emissions (of 2.406 MtCO\(_2\) in 2021) | ^\(^2\) Defined as first reducing GHG emissions from our operations then counterbalancing remaining emissions with carbon offsets | ^\(^3\) Global corporate renewable electricity initiative with a commitment to source 100% renewable electricity for our global operations by 2030 | ^\(^4\) Includes Scope 1, 2 and 3 business travel emissions
Creating world-class sustainable campuses

**Campus 1 sustainability measures by 2035**

<table>
<thead>
<tr>
<th>Environment</th>
<th>Social</th>
<th>Financing</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy intensity reduction against 2019 baseline</td>
<td>On-site renewable electricity generation</td>
<td>Waste diverted</td>
<td>Improve water efficiency</td>
</tr>
<tr>
<td>-70%</td>
<td>10%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

**Pune**

- Built to the standard of two internationally accepted benchmarks for the design, construction and operation of high-performance green buildings: the US Leadership in Energy and Environmental Design (LEED) and WELL certifications
- Includes the largest solar power plant in the Barclays global property portfolio, reducing carbon dioxide emissions by 80 tonnes from February 2021 to September 2021. This supports our intention to generate 10% of our key campuses’ total operational energy from on-site renewables by 2035
- First of our key campuses to have a fully integrated rainwater harvesting system and two grey water treatment plants. In 2021, 89% recycled water was used at our Pune campus

**Glasgow**

- Our new Glasgow campus will achieve TRUE zero waste certification by 2025, which means we must divert a minimum of 90% of solid, non-hazardous wastes from landfill, incineration (waste-to-energy) and the environment to recycling facilities or locations where the waste can be reused
- In Glasgow, we have already partnered with Soulriders to redistribute surplus food to local charities and started to replace single use items with reusable items and repurposed the onsite compost for landscaping needs
- We are installing a Sustainability Centre that will provide self-generated solar energy and rely on carbon-free technology to heat and cool buildings on the Glasgow campus
- We will produce our own honey and support biodiversity through a rooftop apiary filled with 60,000 honey bees

---

1 Refers only to our key campuses
2 Divert solid, non-hazardous wastes from landfill, incineration (waste-to-energy) and the environment to recycling facilities or locations where the waste can be reused
BlueTrack™ is how we measure our financed emissions

BlueTrack™ is our methodology for measuring our financed emissions and tracking them at a portfolio level against the goals of the Paris Agreement.

1. Select sector benchmark
2. Measure client emissions
3. Link emissions to financing
4. Aggregate to portfolio level
5. Compare financed emissions to benchmark

- Methodology covers not only lending but also capital markets financing, better reflecting the breadth of our support for clients through our investment bank.
- Initially covered Energy and Power; Cement and Metals (Steel) targets to be announced in advance of 2022 AGM.
- Early adopter of a 2025 Energy absolute emissions reduction target.

### Progress against 2025 portfolio emission reductions targets

**BlueTrack™ Financed emissions - Energy**

-22% against a target of -15% vs 2020 baseline

**BlueTrack™ Financed emissions - Power**

-8% against a target of -30% vs 2020 baseline

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Barclays engages extensively in cross-industry climate initiatives

<table>
<thead>
<tr>
<th>Environment</th>
<th>Social</th>
<th>Financing</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>TCFD</td>
<td>CDP</td>
<td>PCAF</td>
<td></td>
</tr>
<tr>
<td>Pre-2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Founding member of the Banking Environment Initiative (BEI)</td>
<td>• Joined PACTA pilot – a leading tool developed by the 2° Investing Initiative</td>
<td>• Founding member of the NZBA, part of the GFANZ</td>
<td></td>
</tr>
<tr>
<td>• Joined the Paris Pledge for Action in 2015</td>
<td>• Piloted UNEP FI’s scenario analysis under their TCFD pilot</td>
<td>• Co-chaired the SMI FSTF Net Zero working group which published a Net Zero Practitioners Guide for banks</td>
<td></td>
</tr>
<tr>
<td>• Signed statement of support of the Financial Stability Board’s (FSB) TCFD and aligned disclosures since 2017</td>
<td>• Joined the PRA-FCA Climate Financial Risk Forum (CFRF) Innovation working group</td>
<td>• Co-chaired the Capital Markets working group under PCAF, developing a methodology to account for emissions associated with capital markets transactions of banks</td>
<td></td>
</tr>
<tr>
<td>• Began working with CDP to calculate supply chain emissions from top 39 suppliers in 2016</td>
<td>• Founding signatory of the PRB</td>
<td>• Joined Banking for Impact on Climate and Agriculture (B4ICA), backed by the World Business Council for Sustainable Development (WBCSD)</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>• Joined the Partnership for Carbon Accounting Financials (PCAF)</td>
<td>• Joined the ‘Financing a Just Transition Alliance’ led by the Grantham Research Institute at the LSE</td>
<td>Net Zero Banking Alliance</td>
<td></td>
</tr>
<tr>
<td>• Joined the Partnership for Carbon Accounting Financials (PCAF)</td>
<td>• Joined the PRA-FCA CFRF Disclosure working group</td>
<td>Sustainable Markets Initiative</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>2021</td>
<td>2019</td>
<td></td>
</tr>
</tbody>
</table>

| Sustainable | Pre-2019 | 2020 |
| Markets Initiative | • Founding member of the NZBA, part of the GFANZ | • Co-chaired the SMI FSTF Net Zero working group which published a Net Zero Practitioners Guide for banks | • Co-chaired the Capital Markets working group under PCAF, developing a methodology to account for emissions associated with capital markets transactions of banks | • Joined Banking for Impact on Climate and Agriculture (B4ICA), backed by the World Business Council for Sustainable Development (WBCSD) |
Engaging on the transition towards a nature-positive economy

### Addressing nature and biodiversity considerations in our financing and operations

- Biodiversity risk addressed through our policy statements on Forestry & Agricultural Commodities, World Heritage Sites and Ramsar Wetlands, and Climate Change
- Our green finance targets include financing for categories related to biodiversity such as ‘sustainable food, agriculture, forestry, aquaculture and fisheries’
- Barclays is a signatory to the New York Declaration on Forests and its objectives of ending deforestation by 2030
- Our operational carbon offsetting strategy includes support for natural climate solutions, upheld by recognised standards and certifications

### Partnerships with several industry groups and leaders

<table>
<thead>
<tr>
<th>Partnerships</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Member of the Taskforce on Nature-related Financial Disclosures (TNFD) Forum</strong></td>
<td>Looking to the output of the Taskforce to further guide our progress</td>
</tr>
<tr>
<td><strong>TNFD</strong></td>
<td><strong>Natural Capital Finance Alliance</strong> Contributed to initial developments of the Natural Capital Finance Alliance’s ENCORE biodiversity module</td>
</tr>
<tr>
<td><strong>Joined the Get Nature Positive Commitment</strong></td>
<td>To identify opportunities to take nature-positive action</td>
</tr>
<tr>
<td><strong>Member of an industry user group working to develop an approach to assess nature-related risks and opportunities relevant to financial institutions</strong></td>
<td>Completed the first year of our three-year partnership with the Blue Marine Foundation (BLUE), supporting them in delivering their goal of ensuring that at least 30% of the global ocean is effectively protected and the other 70% sustainably managed by 2030</td>
</tr>
<tr>
<td><strong>BLUE MARINE FOUNDATION</strong></td>
<td>**Barclays ESG Investor Presentation 2021</td>
</tr>
</tbody>
</table>
Social
We are making progress against our D&I ambitions

**Gender**

- **Females at Managing Director and Director level**
  - 2025 ambition: 33%¹
  - 2021: 28% (72%)
  - 2021 target: 28%

- **Females on Group ExCo and ExCo direct reports**
  - Target: 33%
  - 2021: 25% (75%)

- **Females on Board of Directors**
  - Target: ≥33%
  - 2021: 33%² (67%)

**Ethnicity**

- **Members of the Board from an ethnically diverse background**
  - Target³: ≥1
  - 2021: 3 (9)

**2021 Key highlights**

- Achieved our gender target of 28% female MD/Ds by the end of 2021
- Strengthened accountability by including a specific personal objective focused on inclusion for all colleagues
- Added a new D&I agenda focusing on socio-economic inclusion
- Evolved our Employee Resource Groups, increasing membership to an all-time high of 25,000

**2022 focus areas**

- Launching new gender ambitions
- Deepening relationships with several higher education institutions across the UK and US to drive progress in our multicultural agenda
- Expanding our socio-economic agenda and Employee Resource Groups

---

¹ Newly announced Gender ambition | ² With the appointment of Robert Berry (effective 8 February 2022), the percentage of females on the BPLC Board of Directors will decrease to 31% | ³ Aligned with the Parker Review on the ethnic diversity of UK Boards | ⁴ With the appointment of Robert Berry (effective 8 February 2022), the number of White members on the Board will increase to 10
We focus on six intersectional diversity and inclusion agendas

<table>
<thead>
<tr>
<th>Approach</th>
<th>Set priorities</th>
<th>Appoint an Accountable Executive</th>
<th>Operate an Employee Resource Group (ERG)</th>
<th>Consider intersectionality</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 11%(^1) of colleagues told us they consider themselves to have a disability, mental health or neurodiverse condition</td>
<td>Disability</td>
<td>Committed to ensuring colleagues of all abilities achieve their full potential</td>
<td>Gender</td>
<td>Committed to improving the gender diversity of our leadership and to closing pay gaps</td>
</tr>
<tr>
<td>• “This is Me” campaign challenging stigma around disability, mental health and neurodiversity in the workplace</td>
<td></td>
<td></td>
<td>• Aiming for diverse assessors and panels to ensure widest pool of talent considered for promotion</td>
<td></td>
</tr>
<tr>
<td>• Able to Enable channel aiming to remove barriers to employment</td>
<td>LGBT+</td>
<td>Making everyone feel comfortable being themselves at work is central to our culture</td>
<td>Multicultural</td>
<td>Ambitions to improve race and ethnicity diversity</td>
</tr>
<tr>
<td>• 5%(^1) of colleagues told us they identify as LGB+</td>
<td></td>
<td></td>
<td>• One of the first signatories of the UK’s Race at Work Charter in 2018</td>
<td></td>
</tr>
<tr>
<td>• Sponsor of Pride celebrations in cities across the world for many years</td>
<td>Multigenerational</td>
<td>Supporting the diverse needs of colleagues across all stages of their lives</td>
<td>Socio-economic</td>
<td>Supporting those disadvantaged from a lower socio-economic background</td>
</tr>
<tr>
<td>• Strong legacy of engaging with external partners in the UK, US and India including earning the designation as a “Best place to work for LGBTQ Equality” in the US</td>
<td></td>
<td></td>
<td>• Member of the City of London socio-economic taskforce</td>
<td></td>
</tr>
<tr>
<td>• Launched a new Wellbeing index with a starting score of 84%</td>
<td></td>
<td></td>
<td>• Our socio-economic ERG, Inspire, launched in 2021 to amplify the voices of colleagues</td>
<td></td>
</tr>
<tr>
<td>• Range of support provided to UK and US colleagues to help promote work life balance including access to Work+Family Space website for UK employees</td>
<td></td>
<td></td>
<td>• Committed to social mobility through our LifeSkills programme</td>
<td></td>
</tr>
<tr>
<td>• UK medical cover now covers treatment for menopausal symptoms(^2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^{1}\) In 2021 we asked colleagues to self-identify across ten diversity questions in our employee opinion survey (Your View) | \(^{2}\) When referred to a specialist by a GP |
Investing in our colleagues, strengthening our business, building our culture

Attracting talent and developing an internal pipeline of future leaders

- Investing in our key sites, including our strategically placed global campuses
- Launched new global programmes in 2021, managing c.2,000 graduates, interns and apprentices
- Virtual work experience opportunities to help tackle youth unemployment and identify diverse candidates for Intern programmes

Supporting our colleagues through and beyond the COVID-19 pandemic

- Comprehensive support for colleagues during the return to office with health, safety and wellbeing remaining the top priority
- In support of our approach to future ways of working, we have revised and relaunched our principles, processes and guidance on Working Flexibly

Training and development programmes to develop people for the future

- Continued investment in our three flagship career development programmes
- Wide range of development opportunities delivered through our digital learning platform, Learning Lab
- Launched a new partnership with LinkedIn Learning providing digital development to all colleagues

Role vacancies filled internally
39% vs 36% in 2020

Average training hours per annum per employee (payroll)
15 vs 13 in 2020

Colleague engagement and well-being remain key priorities

- Here to Listen and Your View surveys to gain regular feedback from our colleagues
- Our BeWell programme continues to provide support for colleagues’ physical and mental health
- 83% of colleagues believe they are able to balance personal and work demands (2020: 78%)
ESG in our supply chain

As part of our ESG strategy, we are focussed on environmental and social responsibility in our supply chain across three pillars:

1. **Climate Change**
   - Our ambition is to achieve net zero emissions in our supply chain well in advance of 2050

2. **Modern Slavery**
   - Committed to identifying and addressing risks around modern slavery, human trafficking and forced labour across our value chain
   - For service providers covering 70% of our Addressable Spend\(^1\) to have a Modern Slavery policy or standard in place

3. **Diversity & Inclusion**
   - Launched our first Global Supplier Diversity and Inclusion initiative in 2013
   - For service providers covering 70% of our Addressable Spend\(^1\) to have a D&I policy or standard in place by 2025
   - Double spend with Black and Women majority owned businesses, with overall spend with diverse\(^2\) businesses growing to 10% of Barclays annual global Addressable Spend

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\(^1\) Defined as external costs incurred by Barclays in the normal course of business where Barclays has influence over where the spend is placed. It excludes costs such as regulatory fines or charges, exchange fees, taxation, employee expenses or litigation costs.

\(^2\) For Barclays, a diverse supplier is either diverse by size – a micro, small or medium-sized business – or diverse by ownership – generally 51% owned, controlled and operated by ethnic minorities, women, LGBT+, military veterans, persons with disabilities or social enterprises.
Supporting our customers and clients

**Retail**

10m UK customers registered on the Barclays app

- Basic current account – access to basic banking services for everyone
  - 642,000 accounts open as of December 2021
- Mortgages – in 2021 helped >150,000 customers achieve homeownership goals including 48,000 first time buyers
- Supporting customers building financial confidence and plans through Digital Eagles and Money Mentors

**SMEs**

3,300 businesses supported through educational events in 2021

- Delivered >1,000 events to SMEs through our Eagle Labs network, reaching >27,000 attendees, providing businesses with critical skills, networking opportunities and mentoring
- Committed to ensuring cash is available to all, including role in setting up the Access to Cash Action Group
- Financial advice, training and tools offered through our dedicated Money Management Hub, visited by >155,000 businesses

**COVID-19 support**

£29.5bn provided to businesses through UK government’s support schemes since inception

- 680,000 payment holidays granted
- £100m of UK overdraft and interest fees waived
- >650 of our UK branches remained open during the first lockdown
- Ran proactive SMS campaigns, reaching out to customers to offer support

**Cyber and digital trust**

Proud initial signatory of the Contingent Reimbursement Model Code

- Continued investment of millions of pounds in multi-layered security systems such as ‘Confirmation of Payee’ – an account name checking service
- AbilityNet3 independently accredited our mobile and online banking platform offering in 2021 for digital accessibility
- Founding members of Stop Scams UK – a cross industry group aimed at making it harder for scammers to operate

---

1 Between March 2020 and June 2020 | 2 Setting out increased consumer protection standards | 3 A leading UK accessibility charity
**Supporting our communities**

### Building digital skills

- **>23,000 participants** supported with their digital journey across our digital upskill events in 2021
  - Code Playground – provided >400,000 children a start in coding
  - Digital Wings – free online learning platform for digital education with >128,000 registered users and >50 hours of learning content
  - Digital Eagles – passionate colleagues, helping everyone get the most out of digital
  - Tea and Teach – online videos to help people boost digital confidence

### COVID-19 Community Aid Package

- **£100 million** committed to supporting COVID-19 relief
  - Barclays’ £100m COVID-19 Community Aid Package – delivering relief to vulnerable communities through the pandemic
    - Supported >370 charity partners to date around the world
    - Since April 2020, Barclays matched £8.1m raised and donated by colleagues for COVID relief efforts – which has meant a total of more than £16.2m for 2,000 charities around the world

### Skills and employability

- **15.3m\(^2\) people** reached through Barclays’ LifeSkills since 2013
  - LifeSkills
    - 9.8 million\(^1\) people upskilled since 2018 vs. a target of 10m by 2022
    - 193,400 people placed into work since 2019 vs. a target of 250,000 by 2022\(^2\)
  - Rebuilding Thriving Local Economies – established in 2018 to support UK communities, help businesses grow and provide skills and training

### Supporting women’s and girls’ football

- **Doubling our existing investment to >£30m in women’s and girls’ football from 2022-2025**
  - Committed to offering girls equal access to football in schools by 2024
    - Sponsor of the FA Girls Football Schools Partnership since 2019
    - 6,500 new schools joined the scheme, taking the total to >9,500 with 20,000 schools to join by 2024
  - New Football Community Fund will see 1,850 grants delivered annually to underrepresented grassroots groups

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\(^1\) 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/ | \(^2\) Includes a subset of the 15.3m people reached through LifeSkills since 2013 | \(^2\) In 2019, Barclays published new Citizenship commitments for the end of 2022. Against these commitments, the number of people upskilled through LifeSkills runs over a five-year period, from 2018-2022, and the number of people placed into work runs over a four-year period, from 2019-2022 |
## Supporting the early-stage and entrepreneurial ecosystems

<table>
<thead>
<tr>
<th>Programme</th>
<th>Description</th>
<th>Scale</th>
<th>Mission/Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>rise</strong></td>
<td>• FinTech workspaces in London and New York &lt;br&gt;• Global virtual community providing access to mentoring, thought leadership and growth opportunities</td>
<td>• Home to &gt;90 FinTechs &lt;br&gt;• Rise members raised &gt;$600m venture funding in 2021</td>
<td>• To connect technology, talent and trends across the Rise ecosystem to accelerate innovation and growth</td>
</tr>
<tr>
<td><strong>Barclays Accelerator</strong></td>
<td>• Fintech accelerator programme run from 2014-21 &lt;br&gt;• Intensive 13-week mentor-driven programme with industry experts helping FinTechs accelerate their development</td>
<td>• 190 FinTechs have passed through the programme across 3 locations with a market cap valuation of $7.6bn</td>
<td>• Bring to market solutions meeting the needs of consumers and banks in emerging FinTech trends</td>
</tr>
<tr>
<td><strong>Barclays Social Innovation Facility (SIF)</strong></td>
<td>• Incubating ideas for financial products and services addressing environmental or social challenges in a commercial way</td>
<td>• Supported 32 ventures and launched 10 products since 2015</td>
<td>• To be a centre of excellence for disruptive financial products and services</td>
</tr>
<tr>
<td><strong>Eagle Labs</strong></td>
<td>• Network of co-working spaces, growth programmes, mentors and industry experts for high-growth tech startups</td>
<td>• 28 locations, c.500 resident start-ups and UK wide community of c.6,000</td>
<td>• To interconnect the UK entrepreneurial ecosystem to help connect, innovate and grow</td>
</tr>
<tr>
<td><strong>Barclays Black Founders’ Accelerator</strong></td>
<td>• Programme designed to champion diversity in entrepreneurship and showcase Black Founder-led businesses</td>
<td>• Two cohorts to date, covering 65 companies</td>
<td>• To help ambitious UK-based businesses with tech or digital bias, traction beyond MVP and one or more Black Founders</td>
</tr>
<tr>
<td><strong>Female Innovators Lab</strong></td>
<td>• A US, UK and Europe based studio, with investment capital dedicated to cultivating entrepreneurial talent in women</td>
<td>• $30m capital allocated &lt;br&gt;• $4m invested in 5 portfolio companies to date</td>
<td>• To continue to bring women into entrepreneurship and close the fundraising gender gap</td>
</tr>
<tr>
<td><strong>unreasonable impact</strong></td>
<td>• Global partnership supporting growth-stage entrepreneurs solving pressing social and environmental challenges</td>
<td>• Reached 216 companies, supporting thousands of jobs worldwide</td>
<td>• To support 250 high-growth businesses by 2022</td>
</tr>
</tbody>
</table>
Social and environmental financing
Progress against our social and environmental financing targets

Social, environmental and sustainability-linked financing (£bn)

- 2025 target: 150
- Achieved to date: 193

Green financing1 (£bn)

- Achieved to date: 62
- 2030 target: 100

Green bond investment portfolio (£bn)

- Achieved to date: 3.4
- Target: 4.0

Sustainable Impact Capital Programme invested capital (£m)

- Achieved to date: 54
- 2025 target: 175

---

A 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/ | 1 Comprises of labelled, ‘use of proceeds’ and business mix financing in environmental categories and sustainability-linked financing that incorporates environmental performance targets.
Our sustainable financing commitments

Social, environmental and sustainability-linked financing facilitated by 2025

- **£150bn**
  - **1** + **2** + **3**
  - **2025 target**
  - **Achieved to date**

1. **Social financing (£bn)**
   - Includes financing for supranational, national, regional development institutions and municipal financing
   - **2021** YoY % change: **-13%**

2. **Environmental financing (£bn)**
   - Includes financing for corporates via green bonds, green loans or green equity financing
   - **2021** YoY % change: **+53%**

3. **Sustainability-linked financing (£bn)**
   - Includes transactions with pricing mechanisms linked to various ESG performance targets
   - **2021** YoY % change: **+118%**

**Green financing facilitated by 2030**

- **£100bn**
  - **2020** + environmental element of **3**

1. **Social financing (£bn)**
   - **2021** YoY % change: **-13%**

2. **Environmental financing (£bn)**
   - **2021** YoY % change: **+53%**

3. **Sustainability-linked financing (£bn)**
   - **2021** YoY % change: **+118%**

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**Joint lead on 7/8**: Inaugural syndicated green bonds issued by European sovereigns since 2017

**Lead bookrunner**: on UK Government’s £10bn inaugural green gilt issuance

**Ranked #1**: in UK ESG Bonds in FY21

**Ranked #1**: in UK Housing association ESG Bonds in FY21

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A 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: home.barclays/sustainability/esg-resource-hub/ | 1 Sourced from Bond Radar as of 21 January 2022 |
Expanding our sustainable finance activities through specialist teams

Green Home and Buy-to-Let Mortgages

>£1bn completed\(^1\) in Green Home Mortgages

Expanded eligibility criteria of our Green Home Mortgage in April 2021 to cover energy efficient new build properties\(^2\)

Launched Green Home Buy-to-let Mortgage, expanding the Green proposition to properties to let

Number of Green Mortgages issued

<table>
<thead>
<tr>
<th>2021</th>
<th>Achieved to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,330</td>
<td>4,434</td>
</tr>
</tbody>
</table>

Corporate and Investment Bank

Sustainable Capital Markets

Origination, structuring and execution of Green, Social and Sustainability Debt products for our global clients

Sustainable and Impact Banking

Advisory, capital raises for emerging climate technology companies and strategic advisory for existing banking clients

Sustainable Product Group

Origination and structuring of green and sustainability-linked corporate banking products across lending, trade and renewable project finance

Treasury Green Activities

£3.4bn green bond investment portfolio size

Portfolio impact by sector (%)

<table>
<thead>
<tr>
<th>Agriculture</th>
<th>Renewable</th>
<th>Transport</th>
<th>Waste and water</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>5</td>
<td>3</td>
<td>13</td>
<td>47</td>
</tr>
</tbody>
</table>

2021 Market value: £3.4bn

Green Structured Notes Programme

Launched in 2021 to expand our green product offering for clients, complementing existing Green Bond issuance and experience in equity derivatives

ESG Research

c.350 meaningful research reports focused on ESG published in 2021

New Global Head of Cross Asset ESG Research hired at the start of 2021, building a new ESG Research team of subject matter experts

ESG Research team engaged in building the ESG knowledge and capabilities of all Barclays research analysts across asset classes globally

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\(^1\) Since 2018  \(^2\) Previously only eligible for new homes built by panel of housebuilders | Note: Charts may not sum due to rounding |
Supporting early-stage companies delivering environmental and economic benefits through our Sustainable Impact Capital Programme

**Mission**

Accelerate the transition to a net zero future by **investing £175m over five years (by 2025)** in the equity of innovative and environmentally-focused early-stage companies

**Investment Principles**

**Strategic**
Supporting Barclays' goal of transitioning its businesses, customers and communities to a net zero and net-negative long-term operating model

**Impactful**
Reaching meaningful environmental benefits, particularly with respect to the evolving need for decarbonisation

**Economic**
Achieving long term commercial success by investing in scalable innovations

**In 2020**

- **SaveMoneyCutCarbon**: Sustainability-focused digital aggregator
- **80 Acres Farms**: Vertical farming technology
- **air protein**: Sustainable air-based meat

**In 2021**

- **AIREX**: Smart airbrick technology
- **Deep Branch**: CO₂ recycling
- **ECONCRETE**: Ecological concrete technologies
- **Origami**: Real-time energy data platform
- **RESPONSIBLE**: Embedded finance platform in fashion
- **ENERGYDOOM**: Long duration energy storage

**Nine investments made by the end of 2021, deploying £54m capital**

Note: More details on investments made as part of the SIC programme can be found here: [https://home.barclays/society/our-position-on-climate-change/accelerating-the-transition/sustainable-impact-capital/](https://home.barclays/society/our-position-on-climate-change/accelerating-the-transition/sustainable-impact-capital/)
Managing environmental risks, social risks and exposures

### Origination, review and approval

**Enhanced Due Diligence (EDD)**
- Process led by front office business teams, Sustainability and ESG team and/or Climate Risk team
- Detailed annual review for in-scope clients on environmental/social issues, to determine whether further engagement is required prior to transacting

**Escalation and decision**
- Initial escalation following EDD is to the appropriate business unit review committee
- More material issues escalated to Climate Transaction Review Committee or Group Reputation Risk Committee (both with Group ExCo representation)

**Monitoring**
- Further client engagement calls in relation to the specific environmental and social risks that we have identified as part of our EDD process

903\(^1\) reviews undertaken in 2021 (2020: 912)

### Climate-related exposures

- Reporting climate risk exposures in alignment with TCFD recommendations

#### Carbon-related assets\(^2\) (lending portfolio)
- 2021: Total L&A\(^3\) £707bn
- 2020: 16\% out of total L&A of £676bn

#### Elevated risk exposures\(^4\) (£bn)
- 2020: 50.5
- 2021: 46.5

### Financing (capital markets)\(^5\)

- 2020: 9.0\% of total financing of $507bn\(^6\)
- 2021: 6.6\% of total financing of $548bn

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\(^1\) Includes a combination of annual due diligence reviews and individual transaction reviews

\(^2\) Assets tied to the energy, transportation, materials and buildings, agriculture, food and forest products sectors

\(^3\) Loans and advances including loan commitments

\(^4\) Quantitative credit exposures to sectors sensitive to the impacts from climate change. These figures do not represent elevated carbon emission exposures and should not be interpreted as an indicator of relative carbon intensity

\(^5\) Recalculated by Dealogic as data on deals is confirmed throughout the year. In Barclays TCFD Report 2020, our 2020 total financing figure was reported as $504bn

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Barclays ESG Investor Presentation 2021 | 23 February 2022
Governance
Strong Board Governance

Barclays PLC Board
Chair: Nigel Higgins

Board Governance Framework

Board Allocation of Time (%)

- Strategy formulation and implementation monitoring
- Finance (including capital and liquidity)
- Governance and risk (including regulatory issues)
- Other (including remuneration)

Barclays PLC Board
Chair: Nigel Higgins

Board Audit Committee
Chair: Mike Ashley

Board Risk Committee
Chair: Robert Berry

Board Remuneration Committee
Chair: Brian Gilvary

Board Experience

Length of tenure (Chairman and Non-Executive Directors)

- 0-3 years: 5
- 3-6 years: 1
- 6-9 years: 3
- 9+ years: 1

Industry experience (no. of directors)

- Financial Services: 12
- Political/regulatory experience: 8
- Current/recent Chair/CEO: 9
- Accountancy/auditing: 4
- Operations/technology: 1
- Retail/marketing: 1

International experience (no. of directors)

- International (UK): 9
- International (US): 6
- International (Rest of the World): 6

1 With effect from 1 March 2022 (subject to regulatory approval)
2 For the year ended 31 December 2021. Includes ad hoc meetings
3 Per the Board composition as at 31 December 2021
Note: Charts may not sum due to rounding
Oversight and management of climate-related issues are embedded within our governance structure

<table>
<thead>
<tr>
<th>Environment</th>
<th>Social</th>
<th>Financing</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
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<td></td>
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</table>

**Board**

**Barclays PLC Board**
Responsible for the overall leadership of the Group (with direct oversight of matters relating to reputation, environment and culture)

**Board Audit Committee**
**Board Risk Committee**

**Management**

**Group Risk Committee**
Chaired by the Group CRO; monitors Principal Risks and key topics of material nature to Barclays, such as climate change

**Group Executive Committee**
Responsible for the implementation of the Group’s Climate Strategy across the Group

**Group CEO**
Accountable to the Board for the implementation of the Group’s Climate Change Strategy

**Group Chief Risk Officer**
Senior Manager responsible for climate-related financial risk under the Senior Managers Regime

**Group Head of Public Policy and Corporate Responsibility**
Responsible for leading Barclays’ efforts tackling climate change and for integrating our ambition and commitments to help accelerate transition to low-carbon economy into the business

**Climate Risk Committee**
Sub-committee of Group Risk Committee. Supports oversight of Barclays Group climate risk profile

**Climate Transaction Review Committee**
Considers reputation risks associated with certain transactions and clients with reference to our stated position on climate

**Operational Sustainability Steering Committee**
Responsible for the development and implementation of Barclays’ sustainability operational strategy

**Legal Entity/Other**

**Business/Legal Entity Committees and Forums**
Business specific forums which consider individual aspects relating to climate

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1 Includes climate risk which came into effect on 1 January 2022
The Barclays Way – our Code of Conduct

The Barclays Way outlines our Purpose, Values and Mindset that govern our way of working

Our Purpose

Our Values

Our Mindset

How we behave towards our stakeholders

Colleagues

To promote respect, diversity and performance in the workplace. In doing this we:

- Are open minded to and respectful of others’ Point of View
- Welcome and foster diversity within our workforce
- Take personal accountability for achieving high performance
- Recognise and celebrate colleagues’ achievements

Customers/clients

To deliver excellent service. In doing this we:

- Communicate clearly and transparently without jargon
- Do not offer unsuitable products
- Maintain customer and client confidentiality
- Avoid undeclared actual or potential conflicts of interest
- Operate in line with relevant laws and regulations and safeguard the data entrusted to us

Society

We are focused on the areas where we can have the greatest long-term impact:

- Making growth ‘green’, sustainable and inclusive
- Managing the environmental and social impacts of our business
- Running a responsible business
- Investing in our communities

1 Enterprise Risk Management Framework |
Barclays is committed to having a strong ‘speak up’ culture

**Our Mindset** encourages colleagues to challenge actions, decisions or behaviours that they believe to be wrong. Board Level “Whistleblowers’ Champions” are responsible for ensuring and overseeing the integrity, independence and effectiveness of Barclays’ whistleblowing programme.

**Colleagues**

- Colleagues are encouraged to speak up and raise concerns to their management, Compliance, HR or Legal. If they do not feel comfortable using these avenues, they can contact the Raising Concerns team.

**First point of contact**

1. Line manager
2. Compliance
3. Legal
4. HR

**Raising Concerns Team**

- Receive, assess and refer concerns to the most appropriate team for review and possible investigation.

**Whistleblowing Team**

- Dedicated team within Compliance, where concerns assessed as whistleblowing are directed.

**Whistleblowing cases opened in 2021:** 134

- 32 Retaliation
- 19 COVID-19
- 26 Breach of controls, process or other
- 34 Other
- 23 Breach of policy

- In 2021, the whistleblowing team opened a total of 134 whistleblowing concerns.
- 205 whistleblowing matters were closed in 2021, of which 19% were found to have some level of substantiation. None of the Retaliation concerns closed in 2021 were substantiated.

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Chair of the Group Board Audit Committee and Chair of the BUK Board Audit Committee |
For Further Information

Investor Relations

Chis Manners, Head of Investor Relations
chris.manners@barclays.com

James Ankers, ESG Investor Relations Director
james.ankers@barclays.com

Maritz Carvalho, ESG Investor Relations
maritz.carvalho@barclays.com

Corporate Communications

Susie Guo, Group Media Relations Director
susie.guo@barclays.com


1. Reporting and Disclosures
   a) Annual Reporting Suite
   b) Additional ESG Disclosures
   c) KPMG LLP Limited Assurance Statement
   d) Reporting and Measurement Methodology
   e) Partnerships
   f) Additional Resources

2. Barclays’ Statements and Policy Positions

3. Our approach to Sustainable Finance
   a) Corporate and Investment Bank
   b) Treasury
   c) Private Bank
   d) Barclays UK
   e) Firm-wide Initiatives
Important Information

In preparing this ESG Investor Presentation we have:

(i) made a number of key judgements, estimations and assumptions, and the processes and issues involved are complex. This is for example the case in relation to financed emissions, portfolio alignment, classification of environmental and social financing, operational emissions and measurement of climate risk.

(ii) used ESG and climate data, models and methodologies that we consider to be appropriate and suitable for these purposes as at the date on which they were deployed. However, these data, models and methodologies are not of the same standard as those available in the context of other financial information, nor subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles. There is an inability to rely on historical data as a strong indicator of future trajectories, in the case of climate change and its evolution. Outputs of models, processed data and methodologies will also be affected by underlying data quality which can be hard to assess.

(iii) reproduced certain data assured by KPMG in the Annual Report. Barclays appointed KPMG to perform limited independent assurance over selected ESG content in the Annual Report which has been marked in the Annual Report with the symbol $\Delta$. The assurance engagement was planned and performed in accordance with the International Standard on Assurance Engagements (UK) 3000 Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the International Standard on Assurance Engagements 3410 Assurance of Greenhouse Gas Statements. A limited assurance opinion was issued, which includes details of the scope, reporting criteria, respective responsibilities, work performed, limitations and conclusion, and is available on our ESG resource hub at: https://home.barclays/sustainability/esg-resourcehub/. Certain data assured by KPMG in the Annual Report has been reproduced in this ESG Investor Presentation. This is marked in this ESG Investor Presentation with the symbol $\Delta$. No other information in this ESG Investor Presentation has been subject to external assurance or audit.

(iv) the data, models and methodologies used and the judgements estimates or assumptions made are rapidly evolving and this may directly or indirectly affect the metrics, data points and targets contained in this ESG Investor Presentation. We continue to review and develop our approach to data, models and methodologies in line with market principles and standards as this subject area matures. Further development of accounting and/or reporting standards could impact (potentially materially) the performance metrics, data points and targets contained in this report. In future reports or presentations we may present some or all of the information for this reporting period using updated or more granular data or improved models, methodologies, market practices or standards. Such re-presented information may result in different outcomes than those included in this ESG Investor Presentation. Where information is re-presented from time to time, we will identify this and (where we think it is appropriate) include an explanation. It is important for readers and users of this presentation to be aware that direct like-for-like comparisons of each piece of information disclosed may not always be possible from one reporting period to another.