Contents

Our strategy and ESG progress ........................................ 3 – 8
Environment .................................................................... 9 – 16
Social ............................................................................. 17 – 24
Social and environmental financing ............................... 25 – 30
Governance ..................................................................... 31 – 35

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

along with our Values and Mindset…

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

Deliver 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
- Launched £100m COVID-19 Community Aid Package
- Launched our Race at Work Action Plan
- Group 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

Our ongoing focus on ESG priorities
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
- **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**

- **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**
- **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**

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* 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>Emissions</th>
<th>Targets</th>
<th>FY21 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline</td>
<td>-80% (2021)</td>
<td>-86%(^\Delta)</td>
<td></td>
</tr>
<tr>
<td>Energy / Power portfolio emission(^1) reductions</td>
<td>-15% / -30% (2025)</td>
<td>-22% / -8%</td>
<td></td>
</tr>
<tr>
<td>Social, environmental and sustainability-linked financing facilitated</td>
<td>£150bn (2018 – 2025)</td>
<td>£193bn(^\Delta)</td>
<td></td>
</tr>
<tr>
<td>Green financing facilitated</td>
<td>£100bn (2018 – 2030)</td>
<td>£62bn(^\Delta)</td>
<td></td>
</tr>
<tr>
<td>Sustainable Impact Capital Programme</td>
<td>£175m (2025)</td>
<td>£54m</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social</th>
<th>Colleagues</th>
<th>Targets</th>
<th>FY21 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Females at Managing Director and Director level</td>
<td>33% (2025(^2))</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>Colleague engagement</td>
<td>‘Maintain engagements at healthy levels’</td>
<td>82%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communities</th>
<th>Board composition</th>
<th>ExCo composition</th>
<th>Targets</th>
<th>FY21 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>LifeSkills – Number of people upskilled</td>
<td>10m (2018 – 2022)</td>
<td>9.8m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Females on the Board</td>
<td>≥33%</td>
<td>33%(^3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ethnically diverse members of the Board</td>
<td>≥14(^4)</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Females on Group ExCo and ExCo direct reports</td>
<td>33%</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^\Delta\) 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 absolute emissions (MtCO\(_2\)) for Energy and emissions intensity (KgCO\(_2\)/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% | \(^4\) 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>Sustainalytics</td>
<td>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>S&amp;P Global</td>
<td>S&amp;P Global Corporate Sustainability Assessment (CSA)</td>
<td>100 – 0</td>
<td>70 (77th percentile)</td>
<td>77 (88th percentile)</td>
<td>78 (92nd percentile)</td>
<td>+1pt (+4 percentiles)</td>
</tr>
<tr>
<td>FTSE Russell</td>
<td>ESG Rating</td>
<td>5 – 0</td>
<td>4.8 (97th percentile)</td>
<td>4.7 (94th percentile)</td>
<td>4.2 (92nd percentile)</td>
<td>-0.5pts (-2 percentiles)</td>
</tr>
<tr>
<td>ISS ESG</td>
<td>ISS ESG Corporate Score</td>
<td>A+ – D−</td>
<td>C−</td>
<td>C−</td>
<td>C−</td>
<td>Stable (C+ 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>Moody’s ESG Solutions</td>
<td>Moody’s ESG Solutions ESG Assessment1</td>
<td>100 – 0</td>
<td>48 (limited)</td>
<td>49 (limited)</td>
<td>55 (robust)</td>
<td>+6pts</td>
</tr>
<tr>
<td>CDP</td>
<td>CDP Climate Change Questionnaire</td>
<td>A – D−</td>
<td>A−</td>
<td>B</td>
<td>B</td>
<td>Stable with improvements in underlying scoring categories</td>
</tr>
</tbody>
</table>

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

² 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 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

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

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

94\%\(^\Delta\) 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 tonnes CO\(_2\)e)

<table>
<thead>
<tr>
<th>Year</th>
<th>Scope 1</th>
<th>Scope 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>197.4</td>
<td>171.3</td>
</tr>
<tr>
<td>2019</td>
<td>170.2</td>
<td>148.7</td>
</tr>
<tr>
<td>2020</td>
<td>146.2^(^\Delta)</td>
<td>124.2^(^\Delta)</td>
</tr>
<tr>
<td>2021</td>
<td>146.2^(^\Delta)</td>
<td>124.2^(^\Delta)</td>
</tr>
</tbody>
</table>

GHG emissions intensity\(^4\) (tonnes CO\(_2\)e/FTE)

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emissions intensity</td>
<td>2.16</td>
<td>1.07</td>
<td>0.46^(^\Delta)</td>
</tr>
</tbody>
</table>

Total energy use (MWh)

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total energy use</td>
<td>654,990</td>
<td>598,037</td>
<td>553,048^(^\Delta)</td>
</tr>
</tbody>
</table>

\(\Delta\) 2019 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\(_2\)e 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

\(^\Delta\) 2019 data produced 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/
Creating world-class sustainable campuses

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.

BlueTrack™ Financed emissions - Energy

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

IEA SDS Benchmark OECD¹

Barclays’ progress

BlueTrack™ Financed emissions - Power

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

OECD

Portfolio target path

2025 emission reduction targets

¹ iea.org/reports/world-energy-outlook-2019
Barclays engages extensively in cross-industry climate initiatives

- Founding member of the Banking Environment Initiative (BEI)
- Joined the Paris Pledge for Action in 2015
- Signed statement of support of the Financial Stability Board’s (FSB) TCFD and aligned disclosures since 2017
- Began working with CDP to calculate supply chain emissions from top 39 suppliers in 2016

**Pre-2019**

- Joined PACTA pilot – a leading tool developed by the 2° Investing Initiative
- Piloted UNEP Fi’s scenario analysis under their TCFD pilot
- Joined the PRA-FCA Climate Financial Risk Forum (CFRF) Innovation working group
- Founding signatory of the PRB
- Became a member of Ceres

**2019**

- Joined the Partnership for Carbon Accounting Financials (PCAF)

**2020**

- 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)

**2021**

- Founding member of the NZBA, part of the GFANZ
- Joined the ‘Financing a Just Transition Alliance’ led by the Grantham Research Institute at the LSE
- Joined the PRA-FCA CFRF Disclosure working group
- Net Zero Banking Alliance
- Sustainable Markets Initiative
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

Member of the Taskforce on Nature-related Financial Disclosures (TNFD) Forum and looking to the output of the Taskforce to further guide our progress

 Joined the Get Nature Positive Commitment to identify opportunities to take nature-positive action

Member of an industry user group working to develop an approach to assess nature-related risks and opportunities relevant to financial institutions

Contributed to initial developments of the Natural Capital Finance Alliance’s ENCORE biodiversity module

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.
Social
We are making progress against our D&I ambitions

### Gender

**Females at Managing Director and Director level**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2025 ambition: 33%¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>28%</td>
<td>72%</td>
</tr>
</tbody>
</table>

2021 target: 28%

**Females on Group ExCo and ExCo direct reports**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>Target: 33%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>25%</td>
<td>75%</td>
</tr>
</tbody>
</table>

**Females on Board of Directors**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>Target: ≥33%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>33%²</td>
<td>67%</td>
</tr>
</tbody>
</table>

Ambitions announced in July 2021

### Ethnicity

**Members of the Board from an ethnically diverse background**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>Target³: ≥1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>3</td>
<td>9</td>
</tr>
</tbody>
</table>

Ethnically diverse White

### 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 (ERG), 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 ERGs

---

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 Committed to ensuring colleagues of all abilities achieve their full potential</td>
<td>Gender Committed to improving the gender diversity of our leadership and to closing pay gaps</td>
<td>• Aiming for diverse assessors and panels to ensure widest pool of talent considered for promotion</td>
<td></td>
</tr>
<tr>
<td>• “This is Me” campaign challenging stigma around disability, mental health and neurodiversity in the workplace</td>
<td>• 5%(^1) of colleagues told us they identify as LGB+</td>
<td>• Sponsor of Pride celebrations in cities across the world for many years</td>
<td>• Development opportunities for future female leaders, e.g. ex-officio roles</td>
<td></td>
</tr>
<tr>
<td>• Able to Enable channel aiming to remove barriers to employment</td>
<td>• 11%(^1) of colleagues told us they consider themselves to have a disability, mental health or neurodiverse condition</td>
<td>• “This is Me” campaign challenging stigma around disability, mental health and neurodiversity in the workplace</td>
<td>• Increased female representation in senior roles in the UK, reducing our hourly gender pay gaps</td>
<td></td>
</tr>
<tr>
<td>• 5%(^1) of colleagues told us they identify as LGB+</td>
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<td>• Sponsor of Pride celebrations in cities across the world for many years</td>
<td>• Aiming for diverse assessors and panels to ensure widest pool of talent considered for promotion</td>
<td></td>
</tr>
<tr>
<td>• Sponsor of Pride celebrations in cities across the world for many years</td>
<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>• Aced by diverse assessors and panels to ensure widest pool of talent considered for promotion</td>
<td>• Development opportunities for future female leaders, e.g. ex-officio roles</td>
<td></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>• Launched a new Wellbeing index with a starting score of 84%</td>
<td>• Increased female representation in senior roles in the UK, reducing our hourly gender pay gaps</td>
<td>• Increased female representation in senior roles in the UK, reducing our hourly gender pay gaps</td>
<td></td>
</tr>
<tr>
<td>• Launched a new Wellbeing index with a starting score of 84%</td>
<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>• Multicultural Ambitions to improve race and ethnicity diversity</td>
<td>• One of the first signatories of the UK’s Race at Work Charter in 2018</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>• UK medical cover now covers treatment for menopausal symptoms(^2)</td>
<td>• Multicultural Ambitions to improve race and ethnicity diversity</td>
<td>• Public commitment to be a trusted ally in the pursuit of racial justice in 2020</td>
<td></td>
</tr>
<tr>
<td>• UK medical cover now covers treatment for menopausal symptoms(^2)</td>
<td>• Multigenerational Supporting the diverse needs of colleagues across all stages of their lives</td>
<td>• Socio-economic Supporting those disadvantaged from a lower socio-economic background</td>
<td>• Launched Race at Work Action Plan in 2020 and Race at Work Ambitions in 2021</td>
<td></td>
</tr>
<tr>
<td>• Multigenerational Supporting the diverse needs of colleagues across all stages of their lives</td>
<td>• Multigenerational Supporting the diverse needs of colleagues across all stages of their lives</td>
<td>• Socio-economic Supporting those disadvantaged from a lower socio-economic background</td>
<td>• Member of the City of London socio-economic taskforce</td>
<td></td>
</tr>
<tr>
<td>• Socio-economic Supporting those disadvantaged from a lower socio-economic background</td>
<td>• Socio-economic Supporting those disadvantaged from a lower socio-economic background</td>
<td>• Multigenerational Supporting the diverse needs of colleagues across all stages of their lives</td>
<td>• Our socio-economic ERG, Inspire, launched in 2021 to amplify the voices of colleagues</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

Role vacancies filled internally
39% vs 36% in 2020

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

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%)

Colleagues telling us their line manager supports their wellbeing
88%
“I would recommend Barclays as a good place to work”
83% vs 87% in 2020
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.

Global spend with small and medium enterprises
- 8%
  - 2020: 8%

Prompt payment rate
- 90%
  - 2020: 88%

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

Modern Slavery
- Committed to identifying and addressing risks around modern slavery, human trafficking and forced labour across our value chain

Diversity & Inclusion
- Launched our first Global Supplier Diversity and Inclusion initiative in 2013

2025 Ambitions
- For service providers covering 70% of Barclays’ Addressable Spend\(^1\) to report their GHG emissions and have science-based targets in place in support of our climate change targets
- For service providers covering 70% of our Addressable Spend\(^1\) to have a Modern Slavery policy or standard in place
- 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

\(^1\) 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
  - AbilityNet 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**

15.3m² people reached through Barclays’ LifeSkills since 2013

- LifeSkills
  - 9.8 million¹ 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 2022²
- 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 | 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> Created by Barclays</td>
<td>• FinTech workspaces in London and New York</td>
<td>• Home to &gt;90 FinTechs</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</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</td>
<td>• To continue to bring women into entrepreneurship and close the fundraising gender gap</td>
</tr>
<tr>
<td><strong>unreasonable impact</strong> Created with Barclays</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>

![Barclays Logo](logo.png)

24 | Barclays ESG Investor Presentation 2021 | 23 February 2022
Social and environmental financing
Progress against our social and environmental financing targets

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

<table>
<thead>
<tr>
<th></th>
<th>2025 target</th>
<th>Achieved to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social, environmental and sustainability-linked financing (£bn)</td>
<td>150</td>
<td>193(^\text{a})</td>
</tr>
</tbody>
</table>

Green financing¹ (£bn)

<table>
<thead>
<tr>
<th></th>
<th>Achieved to date</th>
<th>2030 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green financing (£bn)</td>
<td>62(^\text{a})</td>
<td>100</td>
</tr>
</tbody>
</table>

Green bond investment portfolio (£bn)

<table>
<thead>
<tr>
<th></th>
<th>Achieved to date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green bond investment portfolio (£bn)</td>
<td>3.4</td>
<td>4.0</td>
</tr>
</tbody>
</table>

Sustainable Impact Capital Programme invested capital (£m)

<table>
<thead>
<tr>
<th></th>
<th>Achieved to date</th>
<th>2025 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Impact Capital Programme invested capital (£m)</td>
<td>54</td>
<td>175</td>
</tr>
</tbody>
</table>

\(^\text{a}\) 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

### Sustainable financing commitments

**Social, environmental and sustainability-linked financing facilitated by 2025**

**£150bn**

1. **Social financing (£bn)**
   - Includes financing for supranational, national, regional development institutions and municipal financing.
   - Joint lead on 7/8 in inaugural syndicated green bonds issued by European sovereigns since 2017.

<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>21.8</td>
<td>23.9</td>
<td>41.2</td>
<td>35.7</td>
</tr>
<tr>
<td>YoY % change</td>
<td>-13%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. **Environmental financing (£bn)**
   - Includes financing for corporates via green bonds, green loans or green equity financing.
   - Lead bookrunner on UK Government’s £10bn inaugural green gilt issuance.

<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>5.3</td>
<td>7.8</td>
<td>14.8</td>
<td>22.6</td>
</tr>
<tr>
<td>YoY % change</td>
<td>+53%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. **Sustainability-linked financing (£bn)**
   - Includes transactions with pricing mechanisms linked to various ESG performance targets.
   - Ranked #1 in UK Housing association ESG Bonds in FY21.

<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>1.4</td>
<td>3.1</td>
<td>5.0</td>
<td>10.8</td>
</tr>
<tr>
<td>YoY % change</td>
<td>+118%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Green financing facilitated by 2030**

**£100bn**

- 2. + environmental element of 3

<table>
<thead>
<tr>
<th>Year</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

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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
completed¹ in Green Home Mortgages

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>

Expanded eligibility criteria of our Green Home Mortgage in April 2021 to cover energy efficient new build properties²

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

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

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

¹ Since 2018 ² Previously only eligible for new homes built by panel of housebuilders | Note: Charts may not sum due to rounding

Green Home and Buy-to-Let Mortgages

£3.4bn
green bond investment portfolio size

Portfolio impact by sector (%)

<table>
<thead>
<tr>
<th>2021 Market value: £3.4bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
</tr>
<tr>
<td>33</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>47</td>
</tr>
</tbody>
</table>

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

Treasury Green Activities
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.

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

<table>
<thead>
<tr>
<th>In 2020</th>
<th>In 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>SaveMoneyCutCarbon</td>
<td>AIREX</td>
</tr>
<tr>
<td>80 Acres Farms</td>
<td>Smart airbrick technology</td>
</tr>
<tr>
<td>Protein</td>
<td>Ecological concrete technologies</td>
</tr>
<tr>
<td>Vertical farming technology</td>
<td>Embedded finance platform in fashion</td>
</tr>
</tbody>
</table>

Sustainability-focused digital aggregator

In 2020:

- Sustainability-focused digital aggregator
- Vertical farming technology
- Sustainable air-based meat

In 2021:

- Smart airbrick technology
- Ecological concrete technologies
- Embedded finance platform in fashion

**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: £50.5bn
- 2021: £46.5bn

**Financing (capital markets)\(^5\)**
- 2020: 9.0% of total financing of $507bn\(^6\)
- 2021: 6.6% of total financing of $548bn

### Notes:
- 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.
Strong Board Governance

Barclays PLC Board
Chair: Nigel Higgins

Board Governance Framework

Board allocation of time (%)²

<table>
<thead>
<tr>
<th>Category</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy formulation and implementation</td>
<td>60</td>
</tr>
<tr>
<td>Governance and risk (including regulatory issues)</td>
<td>14</td>
</tr>
<tr>
<td>Finance (including capital and liquidity)</td>
<td>23</td>
</tr>
<tr>
<td>Other (including remuneration)</td>
<td>4</td>
</tr>
</tbody>
</table>

Board Experience³

Length of tenure (Chairman and Non-Executive Directors)

<table>
<thead>
<tr>
<th>Years</th>
<th>Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-3 years</td>
<td>5</td>
</tr>
<tr>
<td>3-6 years</td>
<td>1</td>
</tr>
<tr>
<td>6-9 years</td>
<td>3</td>
</tr>
<tr>
<td>9+ years</td>
<td>1</td>
</tr>
</tbody>
</table>

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>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Board

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

**Group Risk Committee**
Chaired by the Group CRO; monitors Principal Risks\(^1\) 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

### Management

**Board Audit Committee**

**Board Risk Committee**

### Legal Entity/Other

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

---

\(^1\) Includes climate risk which came into effect on 1 January 2022
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

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

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

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

The Barclays Way – our Code of Conduct
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**

- Line manager
- Compliance
- Legal
- 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.

1 Chair of the Group Board Audit Committee and Chair of the BUK Board Audit Committee
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 Δ. 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 Δ. No other information in this ESG Investor Presentation has been subject to external assurance or audit.

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