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See slide 50 for where to find further information on ESG at Barclays
Our ESG strategy and progress
Creating positive outcomes for our stakeholders

Our Purpose

Working together for a better financial future

Our Vision

The UK-centred leader in global finance
A comprehensive and pre-eminent UK consumer, corporate, wealth and private banking franchise
The leading non-US based investment bank
A strong, specialist US consumer bank

Our Values

Respect
We harness the power of diversity and inclusion in our business, trust those we work with, and value everyone’s contribution

Integrity
We operate with honesty, courage, transparency and fairness in all we do

Service
We act with empathy and humility, putting the people and businesses we serve at the centre of what we do

Excellence
We set high standards for what we do, championing innovation and using our energy, expertise and resources to make a positive difference

Stewardship
We prize sustainability, and are passionate about leaving things better than we found them

Customers and clients

Colleagues

Society

Investors
ESG milestones reflect our commitment to our Purpose

- Joined the Paris Pledge for Action
- Signed statement of support of the FSB’s TCFD
- Joined PACTA pilot
- Founding signatory of the PRB
- Launched LifeSkills
- Launched the Barclays Way – our Code of Conduct
- Exceeded target to facilitate £100bn of green financing by 2030
- Celebrated ten-year anniversary of LifeSkills
- Established a Board Sustainability Committee and a Group Sustainability Committee
- ESG milestones reflect our commitment to our Purpose

Pre-2020

- Launched Unreasonable Impact
- Founding signatory of the HM Treasury Women in Leadership Charter
- One of the first mainstream UK banks to launch a "Green Home Mortgage"

2020

- Announced ambition to be a net zero bank by 2050
- Launched BlueTrack™ with 2025 Energy and Power targets
- Launched £175m SIC5 initiative
- Implemented a 12-point Race at Work action plan
- Group ExCo position created for Group Head of PPCR

2021

- Announced new $1tn Sustainable and Transition financing target and upsized SIC5 mandate to up to £500m
- Developed CTF
- Elevated climate risk to a principal risk
- Introduced ‘Equity’ into our DEI9 agenda
- Held SoC advisory vote at 2022 AGM

2022

- Updated Climate Change Statement with new financing restrictions for upstream Oil and Gas
- Published our Transition Finance Framework
- Announced 2030 targets for Agriculture, Commercial Real Estate and Aviation, and updated scope for UK Housing convergence point
- Estimated full in-scope balance sheet financed emissions based on a methodology developed using PCAF Standard

2023

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2024

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- Elevated climate risk to a principal risk
- Introduced ‘Equity’ into our DEI9 agenda
- Held SoC advisory vote at 2022 AGM
We continue to advance our ESG agenda

Barclays has been named as the Best Bank for ESG in the UK for 2023 by Euromoney

Environment

- **Policy**: Updated Climate Change Statement in February 2024, with new financing restrictions for upstream Oil and Gas
- **Financed emissions**: Expanded sectors covered by BlueTrack™ and estimated full in-scope balance sheet financed emissions using methodology developed using PCAF Standard
- **Client reviews**: Established a Client Transition Review Forum and completed Client Transition Framework assessments for over 1,250 counterparties across material high-emitting sectors in our portfolio
- **Financing**: Published a Transition Finance Framework and facilitated $67.8bn Sustainable and Transition financing

Social

- Reset our 2025 ambitions for underrepresented race and ethnicity, across all US and UK employees
- LifeSkills, Digital Eagles and Military and Veterans Outreach programmes supported 3.27 million people to unlock skills and employment opportunities
- Supported more than 5,600 businesses at each stage of their lifecycle, championing innovation and sustainable growth

Governance

- Established a Board Sustainability Committee, chaired by the Group Chairman and a Group Sustainability Committee, chaired by the Group Head of Public Policy & Corporate Responsibility
- Implemented a group-wide culture programme, Consistently Excellent, establishing a very high operating standard for the firm, and targeting best-in-class service across the Group

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1. Euromoney.com/article/2cc8q50d68ey5crupk6pt/western-europe-country-category-winners-2023-best-bank-for-esg-in-the-uk-Barclays
2. Please refer to the Climate Change Statement for further details found at: home.barclays/sustainability/esg-resource-hub/statement-and-policy-positions
3. Partnership for Carbon Accounting Financials
## Our progress in FY23 against key metrics and targets

<table>
<thead>
<tr>
<th>Metric</th>
<th>Targets as at FY23</th>
<th>FY22 performance</th>
<th>FY23 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Environment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GHG emissions Scope 1 and 2 (market-based) reduction against 2018 baseline</td>
<td>90% (by end 2025)</td>
<td>91%(^1,2)</td>
<td>93%(^1,2,3)</td>
</tr>
<tr>
<td>Source 100% renewable electricity for our global real estate portfolio</td>
<td>100% (by end 2025)</td>
<td>100%</td>
<td>100%(^\Delta)</td>
</tr>
<tr>
<td>Sustainable and Transition financing facilitated</td>
<td>$1trn (2023 to end 2030)</td>
<td>n/a</td>
<td>$67.8bn(^\Delta) to date</td>
</tr>
<tr>
<td>Green financing facilitated</td>
<td>£100bn (2018 to end 2030)</td>
<td>£87.8bn</td>
<td>£113.7bn(^\Delta) to date</td>
</tr>
<tr>
<td>Sustainable Impact Capital investments</td>
<td>Up to £500m mandate (2020 to end 2027)</td>
<td>£89m</td>
<td>£138m to date</td>
</tr>
<tr>
<td><strong>Social</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skills &amp; Employability: Number of people upskilled</td>
<td>n/a</td>
<td>n/a</td>
<td>3.27m</td>
</tr>
<tr>
<td>Sustainable Growth: Number of businesses supported</td>
<td>n/a</td>
<td>n/a</td>
<td>5,630</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Females on the Board</td>
<td>By end 2025, at least: (i) 40% and (ii) 1 senior Board position(^4)</td>
<td>(i) 38% and (ii) Target met</td>
<td>(i) 38% and (ii) Target met</td>
</tr>
</tbody>
</table>

\(^1\) Cumulative change/figures \(^2\) Based on 12 months of consumption from 1 October 2021 to 30 September 2022 compared to 2018 baseline \(^3\) Based on 12 months of consumption from 1 October 2022 to 30 September 2023 compared to 2018 baseline \(^\Delta\) As set out in the updated Board Diversity and Inclusion Policy adopted on 8 February 2024
Climate and sustainability
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 three-part strategy to turn that ambition into action:

1. Achieving net zero operations
   Barclays is working to reduce its Scope 1, Scope 2 and Scope 3 operational emissions consistent with a 1.5°C aligned pathway and to counterbalance any residual emissions

2. Reducing our financed emissions
   Barclays is committed to aligning its financing with the goals and timelines of the Paris Agreement, consistent with limiting the increase in global temperatures to 1.5°C

3. Financing the transition
   Barclays is helping to provide the green and sustainable finance required to transform the economies, customers and clients we serve

Our strategy is underpinned by the way we assess and manage our exposure to climate-related risk

See slide 11
See slides 12-19
See slide 20-22
Climate risk is integrated across Barclays

Climate change poses various risks for Barclays. We manage climate risks across Reputation, Conduct, Legal and Model risks through their respective Principal Risk Frameworks. Climate Principal Risk covers the financial and operational risks arising from climate change.

### Climate risk categories

**Physical risks**
- Climate-related key indicators and risk limits
- Annual portfolio reviews for Elevated Risk Sectors
- Credit Climate Lens

**Transition risks**
- Climate-related stress risk triggers
- Ongoing monitoring
- Climate-related key indicators
- Covered in ICAAP and ILAAP

### Tools to manage these risks

- Climate scenario analysis
- Carbon modelling (BlueTrack™)
- Client Transition Framework

### Governance

- **Board oversight:** Board Sustainability Committee, Board Risk Committee and Board Audit Committee
- **Executive oversight:** Group Executive Committee, Group Sustainability Committee, Group Risk Committee, Group Reputation Risk Committee
- **Climate specific governance:** Climate Risk Committee, Climate Risk Controls Forum

<table>
<thead>
<tr>
<th>Financial and operational risks</th>
<th>Credit risk</th>
<th>Market risk</th>
<th>Treasury and capital risk</th>
<th>Operational risk</th>
</tr>
</thead>
</table>
Executing our net zero operations strategy

We will continue to decarbonise our operations to meet our net zero ambition. For further details, see our Climate and Sustainability Report in our 2023 Annual Report

Reducing our Scope 1 and 2 emissions
Scope 1 and 2 GHG emissions ('000 tCO2e)

2018: 234.7
2019: 211.2
2020: 191.7
2021: 166.6
2022: 142.5
2023: 120.0

2023 highlights

• Achieved our milestone\(^2\) of 50% reduction of our Scope 1 and Scope 2 location-based emissions ahead of 2030, reducing these emissions by 51%\(^3\)
• Continued to source 100%\(^4\) renewable electricity for our global real estate portfolio\(^3\)
• Continued to meet our 90% Scope 1 and Scope 2 market-based emissions reduction target\(^4\), reducing these emissions by 93%
• Maintained global demand reduction programmes and right-sized\(^5\) our global real estate portfolio – resulting in 44% energy consumption reduction against a 2018 baseline

• Achieved 28% reduction in GHG emissions against a 2018 baseline across our supply chain
vs. milestones\(^2\) of 50% by end 2030 and 90% by end 2050

• 57%\(^6\) of suppliers have science-based GHG emissions reduction targets\(^7\)
vs. milestones\(^2\) of 70% by end 2025 and 90% by end 2030

• 88% of UK company fleet transitioned to EV
vs. milestone\(^2\) of 100% by end 2025

• Launched Sustainability Design and Construction checklist alongside Green Leasing Toolkit

\(^1\) FY reporting periods are from 1 October of prior year to 30 September of year in question
\(^2\) In this slide, references to a 'milestone' denotes an indicator we are working towards and report against
\(^3\) Global real estate portfolio includes offices, branches, campuses and data centres
\(^4\) In this slide, a reference to a 'target' denotes an indicator linked to our executive remuneration
\(^5\) Right-sizing, we are optimising our space and associated resources for our operational needs
\(^6\) Indicative number provided to illustrate the number of suppliers by total addressable spend that have committed to or have science-based targets in place
\(^7\) Targets are considered 'science-based' if they are in line with what the latest science deems necessary to meet the goals and timelines of the Paris Agreement – limiting global warming to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C
Barclays’ financed emissions methodology

Our approach is underpinned by our methodologies to estimate our full in-scope balance sheet financed emissions and to track sector level emissions against the goals and timelines of the Paris Agreement, as outlined in our Financed Emissions Methodology paper.

Tracking our financed emissions and setting targets

Our approach to tracking our financed emissions involves calculating an estimate of our full in-scope balance sheet financed emissions, based on a methodology developed using the PCAF\(^1\) Standard\(^2\) and setting targets for specific activities using our BlueTrack\(^{TM}\) methodology.

I. For full in-scope balance sheet

1. Quantify customer and client emissions
2. Link emissions to financing
3. Construct Paris-aligned portfolio benchmark
4. Aggregate to a portfolio-level metric
5. Portfolio alignment measurement

II. For activities where we have set targets\(^3\)

- In 2023, we calculated an estimate of our full in-scope balance sheet financed emissions as at December 2022, enabling us to calculate the coverage of our reduction targets across our portfolios
- We are continuing to use the BlueTrack\(^{TM}\) methodology to assess financed emissions for material sectors and set 2030 targets integrating 1.5°C scenarios

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BlueTrack™ is our methodology for measuring financed emissions and tracking them at a portfolio level against the goals and timelines of the Paris Agreement. BlueTrack™ is being expanded to cover the Aviation, UK Commercial Real Estate and Agriculture sectors. The Residential Real Estate sector is also being expanded to include Social Housing and Business Banking Real Estate portfolios, and is now referred to as UK Housing.

### Sector Settings and Monitoring

<table>
<thead>
<tr>
<th>Sector</th>
<th>Setting our targets</th>
<th>Monitoring our progress in 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reference scenario</td>
<td>Target metric</td>
</tr>
<tr>
<td>Energy Upstream Energy</td>
<td>IEA SDS</td>
<td>Absolute emissions</td>
</tr>
<tr>
<td></td>
<td>IEA NZE2050</td>
<td></td>
</tr>
<tr>
<td>Power Power generators</td>
<td>IEA SDS</td>
<td>Physical intensity</td>
</tr>
<tr>
<td></td>
<td>IEA NZE2050</td>
<td></td>
</tr>
<tr>
<td>Cement Cement manufacturers</td>
<td>IEA NZE2050</td>
<td>Physical intensity</td>
</tr>
<tr>
<td>Steel Steel manufacturers</td>
<td>IEA NZE2050</td>
<td>Physical intensity</td>
</tr>
<tr>
<td>Automotive Manufacturing</td>
<td>IEA NZE2050</td>
<td>Physical intensity</td>
</tr>
<tr>
<td>Aviation Commercial Aviation</td>
<td>MPP Prudent</td>
<td>Physical intensity</td>
</tr>
<tr>
<td></td>
<td>(Air Travel) - Passenger (including belly cargo) and Dedicated Cargo</td>
<td></td>
</tr>
<tr>
<td>UK Commercial Real Estate</td>
<td>CRREM II</td>
<td>Physical intensity</td>
</tr>
<tr>
<td>Agriculture UK Livestock and Dairy Farming</td>
<td>CCC BNZ</td>
<td>Absolute emissions</td>
</tr>
<tr>
<td>UK Housing2 UK buy-to-let and owner-occupied mortgages, Social Housing and Business Banking</td>
<td>CCC BNZ</td>
<td>Physical intensity</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

^A 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/eqg-resource-hub/reporting-and-disclosures/ | ^ Physical intensity (CO₂e emissions per v-km travelled by LDV produced), expressed in gCO₂e/km | ^2 Barclays has identified a 2030 emissions intensity convergence point for UK Housing but has not set a formal target. This replaces the 2022 convergence point for ‘Residential Real Estate’ |
Barclays’ restrictions\(^1\) on Upstream Oil and Gas at a glance

Project-level restrictions from 9 February 2024:

- We will not provide project finance for expansion projects or for infrastructure projects primarily to be used for such expansion projects
- We will not provide other direct financing to Energy Groups for expansion projects or infrastructure projects primarily to be used for such expansion projects

Entity-level restrictions\(^1\):

**From 9 Feb 2024**

- We will not provide financing to new clients that are Energy Groups where more than 10% of their total planned oil and gas capital expenditure is in expansion

**1 Jan 2025**

- By 1 Jan 2025: We expect all Energy Groups to be producing relevant information in relation to their transition plans or decarbonisation strategies
- From 1 Jan 2025: Any new financing or renewal of existing financing for non-diversified Groups where more than 10% of their total planned oil and gas capital expenditure is in long-lead expansion would be by exception

**From 1 Jan 2026**

- We will only provide financing to Energy Groups if they are able to demonstrate that they are committed to reducing their own emissions by having:
  - Net zero-aligned near-term Scope 1 and 2 emissions reduction targets (absolute or intensity-based), and
  - Targets to reduce methane emissions by 2030, aligned with OGCI, OGMP2.0 or similar industry guidance; and
  - A commitment to end all routine / non-essential venting and flaring by 2030

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\(^1\) For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | Words in italics are defined in the Climate Change Statement |
Restrictive policies – Unconventional Oil and Gas

Barclays’ restrictions\(^1\) on Unconventional Oil and Gas at a glance

**Previously announced restrictions**

<table>
<thead>
<tr>
<th>From 9 Feb 2024</th>
<th>From 30 Jun 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No financing to:</strong></td>
<td><strong>We will not provide direct financing to Energy Groups for any oil and gas projects in the Amazon Biome, or any oil and gas projects involving Ultra-Deep Water and/or Extra Heavy Oil or infrastructure projects primarily to be used for such oil and gas projects</strong></td>
</tr>
<tr>
<td>• Clients materially engaged in Fracking activities in UK and Europe</td>
<td>• We will not provide financing to Energy Groups whose aggregate share of production in oil sands, Extra Heavy Oil, Hydraulic Fracturing in the UK/EU, and Arctic Circle oil and gas exceeds 20% of their total oil and gas production</td>
</tr>
<tr>
<td>• Clients materially engaged in oil and gas exploration and production or pipeline transportation operations in Arctic Circle</td>
<td>• We will not provide financing to Clients engaged in exploration, appraisal, development, and production of oil and gas in the Amazon Biome</td>
</tr>
<tr>
<td>• Clients with ancillary oil and gas businesses in the Arctic where proceeds are known to be for supporting new oil and gas exploration, production or new pipeline transportation projects in the Arctic Circle</td>
<td>• Oil sands exploration and production companies:</td>
</tr>
<tr>
<td>• Oil sands exploration and production companies:</td>
<td>No general corporate purpose financing that is specified as being wholly or primarily for the construction of new (i) Oil sands exploration, production and/or Oil Sands processing assets; or (ii) Oil sands pipelines</td>
</tr>
</tbody>
</table>

\(^1\) For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | Words in italics are defined in the Climate Change Statement |
### Barclays’ restrictions on thermal coal mining at a glance

<table>
<thead>
<tr>
<th>Current restrictions</th>
<th>2030</th>
<th>2035</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No project finance for greenfield development or material expansion of thermal coal mines anywhere in the world, including captives</td>
<td>• No financing to new clients engaged in thermal coal mining</td>
<td>• Phase out financing to all clients engaged in thermal coal mining in the EU and OECD countries</td>
</tr>
<tr>
<td>• No project finance for development of infrastructure projects primarily to be used for thermal coal mines anywhere in the world</td>
<td>• No financing to existing clients that generate &gt;30% of revenues from thermal coal mining</td>
<td>• No financing to clients that generate &gt;10% of revenues from thermal coal mining in the rest of the world</td>
</tr>
<tr>
<td>• No general corporate purposes (GCP) financing that is specified as being for new or material expansion of thermal coal mining</td>
<td>• No GCP financing to clients with entities engaged in opening new thermal coal mines or material expansion of existing thermal coal mines, subject to specific exceptions on use of proceeds</td>
<td>• Phase out financing to all clients engaged in thermal coal mining</td>
</tr>
</tbody>
</table>

1 For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: [home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/](http://www.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/) | Words in italics are defined in the Climate Change Statement |
Barclays’ restrictions\(^1\) on thermal coal-fired power generation at a glance

**Current restrictions**

- No project finance to enable the construction or material expansion of thermal coal-fired power stations anywhere in the world, including captives
- No general corporate purposes (GCP) financing that is specified as being for thermal coal-fired power plant development or material expansion

**2025**

- No financing to clients that generate >50% of revenue from thermal coal-fired power generation
- No GCP financing to clients with entities engaged in developing new thermal coal-fired power plants or material expansion of existing thermal coal-fired power plants subject to specified exceptions on use of proceeds

**2030**

- No financing to clients that generate >30% of revenue from thermal coal-fired power generation
- Phase out of financing to all clients engaged in thermal coal-fired power generation in the EU and OECD
- No financing to clients that generate >10% of revenue from thermal coal-fired power generation in the rest of the world

**2035**

- Phase out of financing for all clients engaged in thermal coal-fired power generation

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1 For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: [home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/](http://home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/) | Words in italics are defined in the Climate Change Statement |
**Client Transition Framework**

- The CTF, first piloted in 2022, supports our evaluation of our corporate clients' current and expected future progress as they transition to a low-carbon business model.

- During 2023 we expanded how CTF scores are used in support of our broader climate strategy.

- CTF assessments are increasingly used to inform decision making across Barclays including:
  - Client engagement to understand how we can support clients’ transition
  - Capital allocation
  - Business and credit appetite as we look to manage transition risks within our portfolio

### Ambition

<table>
<thead>
<tr>
<th>Emissions</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Emissions</td>
<td>Evidence of progress in emissions over the last three years</td>
</tr>
<tr>
<td>Present Emissions</td>
<td>Comparison of current BlueTrack™ emissions against target glidepaths</td>
</tr>
<tr>
<td>Future Emissions</td>
<td>Assessment of client targets including projected emissions metrics and rates of change to 2030 and 2050</td>
</tr>
</tbody>
</table>

### Credibility

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Criteria</td>
<td>Assessment of disclosed indicators that significantly impact the likelihood of achieving set target(s), such as governance indicators, use of low-carbon technologies, green spending plans, and expansion of carbon-intensive assets</td>
</tr>
<tr>
<td>Supporting Criteria</td>
<td>Assessment of the level of consistency given to transitioning their business, such as the use of offsets/credits, TCFD alignment and SBTi target validation submission</td>
</tr>
</tbody>
</table>

### Sector-specific considerations

- Additional sector-specific factors that impact the strength of a transition plan:
  - Energy: Methane commitments
  - Power: Coal phase-out plan
  - Cement: Target set on gross basis

### Just Transition Pilot

- Energy: Methane commitments
- Power: Coal phase-out plan
- Cement: Target set on gross basis

### Ambition Score

- A1 – A5

### Credibility Score

- C1 – C5

### Client Transition Framework Score

- T1 – T5
  - Best
  - Worst
Engaging clients through our Client Transition Framework

Holistic reviews using CTF scores

- We completed CTF assessments covering over 1,250 counterparties in 2023 across our Power, Energy, Steel, Cement, Automotive Manufacturing and Aviation BlueTrack™ sector portfolios:
  - 86% have a public emissions reduction target
    - Of which 38% in SBTi-eligible sectors have had their targets validated
  - 67% have executive compensation tied to ESG progress
  - 85% have board oversight of their transition plan

- Began client-specific engagement for those clients with CTF scores of T4 and T5, facilitated by a newly established Client Transition Review Forum (CTRF)

- Informed by the CTF, the CTRF conducts holistic reviews of our business appetite alongside the future client relationship potential

- These reviews help shape our forward financing appetite and determine how our coverage teams can best engage on specific transition opportunities and topics with clients

- Reviewed over 300 client counterparties at the CTRF, engaging with clients as appropriate, to help build awareness of the need to transition to a low-carbon business model and support them in their journey

Embedding the CTF to complete assessments

- Began client-specific engagement for those clients with CTF scores of T4 and T5, facilitated by a newly established Client Transition Review Forum (CTRF)¹

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- Reviewed over 300 client counterparties at the CTRF, engaging with clients as appropriate, to help build awareness of the need to transition to a low-carbon business model and support them in their journey

¹ The CTRF consists of senior representatives from across Sustainable Finance, ESG & Sustainability, Climate Risk, Portfolio Management, and Banking and is chaired by the Head of Sustainable Finance
² Charts & figures exclude clients determined to be out of scope for the CTF assessments
³ Clients may have scores in multiple sectors but are included only once to avoid double-counting
Progress against our commitments

**Sustainable and Transition financing facilitated**
$67.8bn\textsuperscript{A} \text{ vs. target of $1trn by end 2030}$

<table>
<thead>
<tr>
<th>Social</th>
<th>Environmental</th>
<th>Sustainability-linked</th>
<th>Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Includes financing for supranational, national and regional development institutions</td>
<td>Includes financing via green bonds, green loans or green equity financing</td>
<td>Includes transactions with pricing mechanisms linked to various sustainability performance targets</td>
<td>Includes lending, capital markets and other financing solutions provided to clients for transition activities or technologies</td>
</tr>
<tr>
<td>$32.4bn\textsuperscript{A} \text{ in FY23}$</td>
<td>$24.1bn\textsuperscript{A} \text{ in FY23}$</td>
<td>$10.9bn\textsuperscript{A} \text{ in FY23}$</td>
<td>$0.4bn\textsuperscript{A} \text{ in FY23}$</td>
</tr>
</tbody>
</table>

**Green financing facilitated; target achieved seven years early**
€$113.7bn\textsuperscript{A} \text{ vs. target of €100bn by end 2030}$

Leading market positions in sustainable finance

<table>
<thead>
<tr>
<th>#1</th>
<th>#3</th>
</tr>
</thead>
<tbody>
<tr>
<td>in UK ESG labelled bonds\textsuperscript{1} (2022: #1)</td>
<td>in EMEA ESG labelled bonds\textsuperscript{1} (2022: #4)</td>
</tr>
</tbody>
</table>

\textsuperscript{A} 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/|

\textsuperscript{1} Data source: Dealogic for all ESG labelled bonds across EUR, USD, GBP for the period covering 1 January 2023 to 31 December 2023 |
Expanding our activities through specialist financing teams and products

Barclays UK

**Green Home and Buy-to-let Mortgages**
- Mortgage offering lower interest rates for new-build properties with an EPC rating of A or B
- Over £3.5bn completed between 2018 and end of 2023

**Greener Home Reward**
- Extended registrations for the Greener Home Reward scheme, offering a cash reward of up to £2,000 for eligible residential mortgage customers who install eligible energy-efficiency-related measures in their homes

**Green Asset Finance**
- Fixed rate on range of eligible green assets
- Expanded our existing Asset Finance proposition via our partner Propel

**Green Barclayloan for Business**
- Launched in September 2023, the Green Barclayloan for Business offers no arrangement fees for lending above £25,000 on a range of eligible green assets

Corporate and Investment Bank

**Energy Transition Group**
- Joint Lead Book-Running Manager on $734m IPO and $662m first Follow-on offering of Nextracker, a leading provider of intelligent, integrated solar tracker and software solutions for utility-scale and distributed generation projects
- Placement agent on Ohmium International’s $250m Series C growth equity financing in April 2023 to support the expansion of its manufacturing capacity, deployment of projects for the company’s growing global customer pipeline and capital to scale its business

**Sustainable Banking Group**
- Lead Manager on the Federal Republic of Germany’s €5.25bn 10Y Green Bund in April 2023 and €4.5bn 30Y Green Bund in June 2023 intended to support its transition towards a low-carbon, resource efficient and sustainable economy

Green bond investment portfolio

- FY23 market value: £2.2bn
- Portfolio Impact by Sector %
  - Agriculture: 5%
  - Renewable: 45%
  - Transport: 17%
  - Waste and water: 4%
  - Other: 30%
The Sustainable Impact Capital Portfolio has a mandate to invest up to £500m into global climate technology companies by the end of 2027 with continued focus on decarbonisation technologies supporting transition within carbon intensive sectors.

**Mission**

Invest in propositions that are strategic, impactful and economic:

- **Strategic**: Supporting Barclays’ goal of transiting its businesses, customers and communities to a net-zero and net-negative long-term operating model.
- **Impactful**: Achieving meaningful environmental benefits, particularly with respect to the evolving need for carbon reduction and carbon removal.
- **Economic**: Developing high-impact businesses that attract later-stage financing and achieve long-term commercial success.

£138m invested under Sustainable Impact Capital as at end 2023, with a mandate to invest up to £500m by the end of 2027.
Addressing nature and biodiversity considerations in our financing and operations

- Financing restrictions that contribute to addressing nature and biodiversity-related risk within our position statements in relation to Forestry and Agricultural Commodities, World Heritage Sites and Ramsar Wetlands, and Climate Change. Key recent changes include:
  - Updated Forestry and Agricultural Commodities Statement in Q2 23, with enhanced requirements for clients involved in palm oil and soy and the inclusion of clients involved in South American beef production and primary processing
  - Updated Climate Change Statement in Q1 24 with new restrictions in relation to financing of Amazon oil and gas, and new EDD requirements for biomass power sector, to include consideration of sustainable sourcing of feedstock
- Undertaken further work to develop our understanding of nature-related risks and how these relate to different industry sectors, including development of an updated heatmap
- An ambition to achieve and maintain TRUE (Total Resource Use and Efficiency) zero waste certified projects across our key campuses¹, including a milestone of 90% diversion of waste away from landfill, incineration and the environment by the end of 2035

Actively engaging with emerging industry and cross-sector initiatives

Member of the TNFD Forum as part of which we have provided feedback to the TNFD on their draft framework both individually and collectively with other banks

Participated in UN Principles for Responsible Banking Working Group on nature target setting

Co-developed the Financing Coastal Nature Based Solutions (NbS) document, alongside HSBC and with support from Pollination, through the Sustainable Markets Initiative’s Financial Services Task Force (FSTF) NbS workstream

¹ Key campuses include 1 Churchill Place, Radbroke, Northampton, Glasgow, Pune, Whippany, 745 7th Avenue and Dryrock |
We have continued to develop our approach on just transition

Barclays continues to acknowledge the role financial institutions play in supporting a just transition

**Just transition**

During 2023 we continued to see progress on just transition, with efforts from policymakers, industry initiatives, civil society and the private sector

- Piloted our approach to just transition in our Client Transition Framework with 40% of assessed clients committing to a just transition
- Barclays UK launched a pilot with our strategic partner, British Gas:
  - Aiming to support thousands of customers experiencing low financial wellbeing in accessing support with their energy bills and relevant grants to make energy-efficiency related improvements to their homes

Continued engagement with major initiatives and organisation of thought leadership events and discussions

- Barclays is a Founding Funder of LSE’s Just Transition Finance Lab, which launches in February 2024
- As part of our participation in the LSE Financing a Just Transition Alliance (FJTA), we contributed to the report ‘Sowing seeds: How finance can support a just transition in UK agriculture’
- During New York Climate Week Barclays hosted an event with UNEP FI, Ceres and the Boston Consulting Group, bringing together leaders in the sustainability and finance space to discuss the role finance can play in ensuring an equitable climate transition

During COP 28 Barclays co-hosted and organised three events alongside its partners:

1. with LSE discussing the barriers to investing in emerging markets and mobilising debt markets;
2. with Ceres on the regional approach to financing a just transition; and
3. with BCG and Ceres on whether financial institutions can facilitate a just transition through cleantech financing and green jobs
We are making progress against our DEI ambitions

**Gender**

<table>
<thead>
<tr>
<th>Females at Managing Director / Director level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2025 ambition: 33%</td>
</tr>
</tbody>
</table>

| 2023 | 30%Δ | 70% |

<table>
<thead>
<tr>
<th>Female Group ExCo and ExCo direct reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTSE Women Leaders 2025 Target: 40%</td>
</tr>
</tbody>
</table>

| 2023 | 27%Δ | 73% |

<table>
<thead>
<tr>
<th>Females on Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listing Rules 2025 target: ≥40% and ≥1 senior Board position¹</td>
</tr>
</tbody>
</table>

| 2023 | 38% | 62% |

**Underrepresented Race and Ethnicity**

<table>
<thead>
<tr>
<th>Members of the Board from an ethnically diverse background</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listing Rules Target²: ≥1</td>
</tr>
</tbody>
</table>

| 2023 | 3   | 10  |

<table>
<thead>
<tr>
<th>Underrepresented Ethnicity Ambitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase the population of MDs in UK and US from underrepresented³ ethnicities by at least 50% by 2025 vs. 2022 baseline</td>
</tr>
<tr>
<td>• Increase number of underrepresented³ ethnicity employees in UK by a further 12.5% by 2025, after exceeding previous 5% increase ambition two years early</td>
</tr>
<tr>
<td>• Increase number of underrepresented³ ethnicity employees in US by a further 5% by 2025, after exceeding previous 21% increase ambition two years early</td>
</tr>
</tbody>
</table>

Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/1

1 As set out in the set out in the Listing Rules, FTSE Women Leaders Review and our Board Diversity and Inclusion Policy | 2 As set out in the Listing Rules, the recommendations contained within the Parker Review Committee Report into the Ethnic Diversity of UK Boards and the ethnic diversity target in the Board Diversity and Inclusion Policy | 3 We define underrepresented colleagues. In the UK, this group includes individuals who are Black or multiracial. In the US, this group refers to individuals who are African American/Black, multiracial, Hispanic/Latino, Native Alaskan/Native American, or Native Hawaiian/Pacific Islander |
Executing our DEI strategy\(^1\): Five strategic priorities, through six core agendas

**Inclusive and Equitable Culture**
- Creating an inclusive and equitable culture helps retain our diverse talent and ensures equity of opportunity
- Continuing to build on a culture where colleagues are comfortable at work and supported at every step of their career

**Optimising External Relationships**
- Developing relationships with external partners to challenge our thinking, leverage best practices and access diverse pools of talent
- We partner with organisations across all six agendas in each of the regions where we operate

**Workforce Diversity**
- Attracting, developing and retaining talent that represents the communities we serve is key to improving the diversity of our workforce
- Our approach focuses on two areas: developing diverse talent pipelines and providing all colleagues with the tools and support they need to succeed and progress

**Leadership Accountability**
- Our leadership plays an important role in accelerating our DEI journey and meeting the rising expectations of colleagues, customers, clients and communities
- To help enact change from the top, in 2022 sponsors from the Group Executive Committee were appointed to champion an agenda across Barclays

**Data Transparency and Accountability**
- Transparency of data allows senior leaders to make informed decisions, and the ability to track progress in numbers keeps us accountable
- We are developing our internal capabilities to better collect, analyse and leverage data while also making external disclosures that reflect our commitment to transparency

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\(^1\) Aligned to our 2022 DEI report published in July 2023. We will provide an update on our DEI progress in the 2023 DEI report, due to be published during 2024.
Early careers

- Times Graduate Employer of Choice Award – Finance category
- Times Top 100 Graduate Employers – Top 10
- Our undergraduate Discovery Diversity Programme focused on showcasing successful career paths for underrepresented minorities. These hiring programmes have helped drive applications from a diverse pool of candidates

Developing our colleagues

- Continued to deliver our flagship leadership development programmes: the Enterprise Leaders’ Summit, our Strategic Leaders Programme, and our award-winning Aspire programme
- Relaunched our talent ambition in 2023 to focus on the skills and capabilities we require for the future
- Set the benchmark for what it means to lead at Barclays through our refreshed leadership framework

Listening to our colleagues

- Our regular all-colleague Your View surveys give individuals the opportunity to share their views on how they find working at Barclays
- Colleague engagement increased +2ppts to 86%
- Our broader Continuous Learning Strategy includes pulse surveys deployed throughout the employee lifecycle, capturing insights that help us improve the colleague experience

#1 ranked in the LinkedIn Top Companies UK 2023 list

1,177 Graduates hires in 2023 (2022: 841)

36% Female graduate hires (2022: 36%)

22 Training hours on average per annum per employee (2022: 17)

45% Female promotion rate (2022: 45%)

88% Wellbeing index (2022: 86%)

83% Inclusion index (2022: 82%)

86% of colleagues “would recommend Barclays to people they know as a great place to work” (2022: 85%)
## Supporting our customers and clients

### Cost of Living support
SMS messages sent to 1.4m retail customers, offering a conversation to provide support and help

- Enhanced the tools and information available to our customers via our **Money Management Hub** – helping customers better understand their spending and the steps they can take to improve their financial wellbeing
- Launched our **Money 1:1 service**, providing customers with personalised financial coaching sessions with specially-trained **Barclays Money Mentors®**

### SMEs
Over 900 masterclasses provided through our Health Pledge Hub, discussing relevant topics facing small businesses today

- Entrusted by the UK Government with a **£12m Digital Growth Grant** to support 20 national programmes and more than 8,000 business interventions
- **Eagle Labs added nine new locations in 2023**, bringing the total number of business incubators up to 37, and supported over 4,500 businesses

### Retail
Expanded Barclays Local by more than 159 new sites and now have 351 sites in total, in addition to 306 branches and 16 mobile service points

- **Barclays acquired Kensington Mortgages**, serving fast-growing customer groups including the newly self-employed, contract workers, borrowers with multiple sources of income, and those with a weaker credit history
- **Helped c.33,000 first-time buyers** get onto the property ladder in 2023, despite the challenging market

### Cyber and digital trust
Founding member of Stop Scams UK – a cross industry group aimed at making it harder for scammers to operate

- For each of the 50 million+ payments our UK customers make every month, **our fraud detection systems and machine learning models** determine in less than a second if it is likely to be a fraudster
- **Member of ‘Do not originate’ scheme**, a partnership with the telecommunications industry, UK Finance and Ofcom to protect customer phone numbers
- **Barclays has one of the lowest scam rates and highest reimbursement rates in the industry**

---

Unlocking skills and employment in the communities we operate in

Building digital skills

- Over 622,000 people upskilled in 2023 via our Digital Eagles Programme, enabling people to be confident with technology and stay safe online
  - Code Playground – providing children a start in coding
  - Digital Wings – free online learning platform for digital education with >144,000 registered users and >58 hours of learning content
  - Digital Champions – programmes supporting individuals to help in their organisations or community bridge the digital divide
  - Digital upskill – online videos and sessions to boost digital confidence

Building employability and financial skills

- Celebrating the 10th anniversary of Barclays LifeSkills
  - Barclays’ LifeSkills programme has been delivering a positive impact in UK communities for a decade, helping millions of people develop the vital employability and financial skills they need to succeed at work, thrive in the digital age and better manage their money
  - Through the next chapter of our LifeSkills programme, Barclays has committed to upskilling 8.7 million people and placing 250,000 people into work by the end of 2027
  - Barclays’ Military and Veterans Outreach programme provides support to service personnel, veterans and their families to develop the skills they need to transition to civilian life, build careers beyond the military and grow their own businesses

Creating opportunities through sport

- Delivered for our communities with the Wimbledon Foundation
  - Leveraged Barclays LifeSkills to expand the UK Set for Success programme and launched the Barclays Net Work employability programme in the US
  - The UK Set for Success programme aims to support 3,900 people in 30 regions across the UK over the next four years
  - As official Banking Partner of The Championships, Wimbledon, Barclays made the largest ever partner donation to the Wimbledon Foundation
  - BCFF supported >2,900 organisations in 2023, engaging >400,000 young people in inclusive football activities with a target to support 5,500 community groups across the UK by 2025. Part of the BCFF will be used to meet the increasing demand for women-qualified coaches for girls

2 Barclays Community Football Fund
Continue to enhance and further embed our approach to human rights

During 2023 we worked towards two important milestones for our human rights work

<table>
<thead>
<tr>
<th>Saliency Assessment for Corporate and Investment Bank...</th>
<th>...informing updates to Barclays’ Statement on Human Rights&lt;sup&gt;5&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathered a range of perspectives through engagement with internal and external stakeholders, including experts&lt;sup&gt;1&lt;/sup&gt;, to understand the most salient human rights risks to people connected to the CIB&lt;sup&gt;2&lt;/sup&gt; financing portfolio</td>
<td>The Statement seeks to reflect our evolving approach to human rights and align with the relevant normative frameworks, in particular the UN Guiding Principles on Business and Human Rights</td>
</tr>
<tr>
<td>1. Engaged with ten CSOs&lt;sup&gt;3&lt;/sup&gt; on the intersection between financial institutions and human rights, identifying a list of human rights impacts</td>
<td>1. Reiterates our commitment to respecting human rights as defined in the International Bill of Human Rights and the ILO Declaration&lt;sup&gt;6&lt;/sup&gt;</td>
</tr>
<tr>
<td>2. Prioritised impacts through consideration of the relative severity of the impacts on people and their likelihood of occurrence</td>
<td>2. Guided by the UNGPs&lt;sup&gt;7&lt;/sup&gt; and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct</td>
</tr>
<tr>
<td>3. Finalised our five salient human rights issues&lt;sup&gt;4&lt;/sup&gt;, which will inform our plans to enhance our approach to managing human rights risks connected to our CIB financing portfolio</td>
<td>3. Incorporates our Focus Areas for Progress, which sets out our plans to enhance our approach to respecting human rights</td>
</tr>
</tbody>
</table>

Focus Areas for Progress

<table>
<thead>
<tr>
<th>Corporate Culture</th>
<th>Saliency Assessments</th>
<th>Policies and EDD</th>
<th>Just Transition</th>
<th>Remedy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen a culture of respect for human rights</td>
<td>Identify salient issues beyond CIB</td>
<td>Enhance sustainability policies and Enhanced Due Diligence to reflect salient issues for CIB</td>
<td>Support a transition to a low-carbon economy which accounts for the social risks as well as the opportunities</td>
<td>Develop our approach to remedy</td>
</tr>
</tbody>
</table>

<sup>1</sup> Shift, a non-profit and leading centre of expertise on business and human rights | <sup>2</sup> Corporate and Investment Bank | <sup>3</sup> Civil Society Organisations | <sup>4</sup> These include Human Impacts of Climate Change and the Energy Transition, Indigenous Peoples, Land Rights, Modern Slavery, and Weapons and Dual-use Technology Exports | <sup>5</sup> Human-Rights related statements are available at: www.home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions | <sup>6</sup> International Labour Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work | <sup>7</sup> UN Guiding Principles on Business and Human Rights |
## Supporting businesses and fostering entrepreneurship

<table>
<thead>
<tr>
<th>Programme</th>
<th>Description</th>
<th>Mission</th>
<th>Scale/Goal</th>
</tr>
</thead>
</table>
| **Rise**                         | • FinTech workspaces in London and New York  
• Global virtual community providing access to mentoring, thought leadership and growth opportunities                                                                                                         | • To connect technology, talent and trends across the Rise ecosystem to accelerate innovation and growth                                                                                                   | • Over 140 Rise onsite companies globally                                                                                                         |
| **Start-Up Academy**             | • 10-week digital-first programme to help emerging founders go from proposition to launch                                                                                                                     | • To support emerging founders to refine their Minimum Viable Product (MVP) through weekly activities and workshops                                                                                      | • To have supported 250 founders by the end of 2025                                                                                             |
| **Growth Academy**               | • 10-week digital-first programme for high growth FinTech founders                                                                                                                                               | • To scale high-growth FinTechs and transition their founders into CEOs                                                                                                                                | • To have supported 50 FinTechs by the end of 2025                                                                                              |
| **Barclays Black Founders’ Accelerator** | • Programme dedicated to focusing on growth and removing barriers to fundraising through targeted support                                                                                                        | • Accelerating growth for bold founders                                                                                                                                                               | • Cohort of 20 businesses supported as of 2023                                                                                                 |
| **Eagle Labs**                   | • A network made up of member businesses, partners, investors, corporates, mentors, banking expertise and so much more                                                                                           | • To help incubate, inspire and educate UK founders, start-ups and scale-ups and help them to succeed and grow                                                                                         | • Supported c.13,800 businesses                                                                                                                  |
| **Barclays Black Founders’ Accelerator** | • Programme designed to champion diversity in entrepreneurship and showcase Black Founder-led businesses                                                                                                         | • Championing diversity in entrepreneurship                                                                                                                                                           | • 4 cohorts to date, ahead of 2024 cohort launch in June 2024                                                                                   |
| **Barclays Female Founders’ Accelerator** | • Programme of masterclasses designed to help women drive growth and achieve funding                                                                                                                          | • To bring more women into entrepreneurship and level the playing field                                                                                                                                | >100 applications received to date; cohort of 40 businesses supported as of end December 2023                                                  |
| **Female Innovators Lab Fund**   | • A US, UK and Europe based studio, with investment capital dedicated to cultivating entrepreneurial talent in women                                                                                             | • To continue to bring women into entrepreneurship and close the fundraising gender gap                                                                                                               | • $30m of capital allocated                                                                                                                      |
| **unreasonable impact**          | • Global programme to support high-growth entrepreneurs that seek to address pressing social and environmental challenges                                                                                      | • To help entrepreneurs build strategic relationships and solve key challenges facing their business in order to help them scale                                                                     | • Supported over 300 businesses by end 2023  
• To support 200 businesses from 2023 to the end of 2027                                                                                         |
Strong Board Governance

Barclays PLC Board
Chair: Nigel Higgins

Board Nominations Committee
Chair: Nigel Higgins

Board Remuneration Committee
Chair: Brian Gilvary

Board Audit Committee
Chair: Julia Wilson

Board Risk Committee
Chair: Robert Berry

Board Sustainability Committee
Chair: Nigel Higgins

Barclays FY 2023 ESG Investor Presentation
February 2024

1 Julia Wilson succeeded Mike Ashley as Chair of the Board Audit Committee with effect from 1 April 2023. 2 Established in Q123. 3 Tenure as at 31 December 2023. Please note that Marc Moses joined the Board on 23 January 2023, Mike Ashley stepped down from the Board on 3 May 2023, Crawford Gillies stepped down from the Board on 31 May 2023 and Sir John Kingman joined the Board on 1 June 2023. 4 Per the Board composition as at 31 December 2023. 5 Please refer to page 156 of the Barclays PLC Annual Report 2023 for the Board Nominations Committee report, in relation to the tenure and continued independence of Tim Breedon, who has served on the Board for more than nine years.

Board Experience

Industry and leadership experience (no. of Directors)

- Financial Services: 13
- Political/regulatory experience: 10
- Current/recent Chair/CEO: 10
- Accountancy/auditing: 4
- Operations/technology: 1
- Retail/marketing: 2

International experience (no. of Directors)

- UK: 13
- US: 7
- Rest of the World: 8

Length of tenure (Chairman and Non-Executive Directors)

- 0-3 years: 4
- 3-6 years: 4
- 6-9 years: 2
- 9+ years: 1

Board Governance Framework

- Board Experience
- International experience (no. of Directors)
- Industry and leadership experience (no. of Directors)
- Length of tenure (Chairman and Non-Executive Directors)
- Board Governance Framework
# Climate and sustainability governance

Oversight and management of climate-related issues are embedded within our governance structure.

## Barclays PLC Board

<table>
<thead>
<tr>
<th>Board Committees/Forums</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Sustainability Committee</td>
</tr>
</tbody>
</table>

## Group Executive Committee (ExCo)

<table>
<thead>
<tr>
<th>Group Committees/Forums</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Reputation Risk Committee</td>
</tr>
</tbody>
</table>

## Business/Legal Entity Functions/Committees & Forums

<table>
<thead>
<tr>
<th>Business Functions/Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Sustainability Steering Committee</td>
</tr>
</tbody>
</table>

## Senior Management

<table>
<thead>
<tr>
<th>Senior Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Chief Compliance Officer</td>
</tr>
<tr>
<td>Group Sustainability Chief Information Officer</td>
</tr>
</tbody>
</table>

---

1. The presentation of senior management is not directly aligned to the committees / forums upon which they reflect.
2. Climate Risk Committee is a sub-committee of Group Risk Committee.
Remuneration for our Executive Directors is linked to non-financials

### 2024 annual bonus

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax (ex. material items) with an underpin on CET1 ratio(^1)</td>
<td>50%</td>
</tr>
<tr>
<td>Total operating expenses at specific FX (ex. material items)</td>
<td>10%</td>
</tr>
<tr>
<td>Personal objectives</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Strategic non-financials</strong></td>
<td>25%</td>
</tr>
<tr>
<td>• Climate &amp; sustainability</td>
<td>5%</td>
</tr>
<tr>
<td>• Customers &amp; clients</td>
<td>5%</td>
</tr>
<tr>
<td>• Colleagues</td>
<td>5%</td>
</tr>
<tr>
<td>• Risk &amp; operational excellence</td>
<td>10%</td>
</tr>
</tbody>
</table>

### 2024-2026 LTIP awards

<table>
<thead>
<tr>
<th>Performance measure</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>2026 RoTE (ex. material items) with an underpin on average 2024-2026 RoTE(^2)</td>
<td>30%</td>
</tr>
<tr>
<td>Average cost: income ratio (ex. material items)</td>
<td>10%</td>
</tr>
<tr>
<td>Maintain CET1 ratio within the target range(^3)</td>
<td>10%</td>
</tr>
<tr>
<td>Relative total shareholder return</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Strategic non-financials</strong></td>
<td>30%</td>
</tr>
<tr>
<td>• Climate &amp; sustainability</td>
<td>15%</td>
</tr>
<tr>
<td>• Customers &amp; clients</td>
<td>5%</td>
</tr>
<tr>
<td>• Colleagues</td>
<td>5%</td>
</tr>
<tr>
<td>• Risk &amp; operational excellence</td>
<td>5%</td>
</tr>
</tbody>
</table>

---

\(^1\) Pay-out of this element will also depend on the CET1 ratio at the end of the performance year. In line with regulatory requirements, if the CET1 ratio is below the MDA hurdle at the end of the performance year, the Committee will consider what portion, if any, of this element should pay out.  
\(^2\) Pay-out of this element will also depend on the average RoTE (ex. material items) over the performance period. If average RoTE is less than 10%, the Committee will consider the reasons why and determine what portion, if any, of this element of LTIP should vest.  
\(^3\) CET1 ratio target range is currently 13-14%
The Barclays Way – our Code of Conduct

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

Our Purpose
The reason our company exists; the societal need we fulfil

Our Values
Our moral compass, helping us do what we believe is right

Our Mindset
The operating manual for how we behave

Provides a reference point for how we behave towards:

Colleagues
Promoting respect, diversity, wellbeing and performance in the workplace
• Take responsibility for success and failure
• Respect and value people from all backgrounds
• Challenge and escalate issues of concern fairly and clearly
• Recognise and celebrate colleagues’ achievements

Customers and clients
Delivering world-class service
• Communicate clearly and transparently without jargon
• Do not offer unsuitable products
• Maintain customer and client confidentiality
• Avoid undeclared actual or potential conflicts of interest
• Offer good value and deliver this via world-class service, every time

Society
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

Risk management and controls
Maintaining strong governance, robust controls and high ethical standards
• Practice responsible risk management and due diligence
• Ensure colleagues understand role-specific controls and governance
• Protect and enhance our reputation
• Apply high standards of professional and ethical conduct at all times
FY23 progress against our existing sector targets

As part of our commitment under the NZBA\(^1\), we have set targets for material\(^2\) high-emitting sectors in our portfolio.

### Progress against our existing sector targets

<table>
<thead>
<tr>
<th>Sector</th>
<th>FY23 Progress</th>
<th>Baseline</th>
<th>2020 Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td>-44%</td>
<td>vs. 2020</td>
<td>Indexed (2020 = 100)</td>
</tr>
<tr>
<td>Automotive Manufacturing</td>
<td>0%</td>
<td>vs. 2022</td>
<td>Indexed (2022 = 100)</td>
</tr>
<tr>
<td>Power</td>
<td>-26%</td>
<td>vs. 2020</td>
<td>Indexed (2020 = 100)</td>
</tr>
<tr>
<td>Cement</td>
<td>-8%</td>
<td>vs. 2021</td>
<td>Indexed (2021 = 100)</td>
</tr>
<tr>
<td>Steel</td>
<td>-16%</td>
<td>vs. 2021</td>
<td>Indexed (2021 = 100)</td>
</tr>
</tbody>
</table>

\(^1\)Net-Zero Banking Alliance \(^2\)As defined in Foundations of Climate Mitigation Target Setting published by the UNEP Finance Initiative (https://www.unepfi.org/wordpress/wp-content/uploads/2022/05/Foundations-for-climate-mitigation-target-setting.pdf) \(^3\)2025 targets based on IEA SDS Benchmark OECD, 2030 targets based on IEA NZE2050 scenario
FY23 progress against new sectors assessed

New sectors assessed in 2023

**Aviation:** Set new 2030 target of -11% to -16% vs. 2023 baseline

**Agriculture:** Set new 2030 target of -21% vs. 2023 baseline

**UK Commercial Real Estate:** Set new 2030 target of -51% vs. 2023 baseline

**UK Housing:** Set new 2030 convergence point of -40% vs. 2023 baseline

We have expanded the sectors covered by BlueTrack™

- Progress in 2023 for previously announced UK Residential Real Estate convergence point
- Dec 2023 baseline for new UK Housing convergence point
## CTF Energy Portfolio Score Descriptions

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>T1 (best)</strong></td>
<td>Clients are fully aligned with our NZE targets. This requires net zero targets (NZE 1.5°C-aligned or equivalent) across all relevant scopes, including Use of Sold Product (Scope 3, Category 11) by 2050 (for Energy), evidence of strong progress already made, and disclosures of advanced planning to reduce emissions further</td>
</tr>
<tr>
<td><strong>T2</strong></td>
<td>Clients have targets across all relevant scopes and strong plans but may be missing some of the clarifying details of a T1 plan – or may not have demonstrated strong steps taken to date</td>
</tr>
<tr>
<td><strong>T3</strong></td>
<td>Clients may have very ambitious targets but lack the details to evidence that they will achieve it, a weak target but robust disclosures evidencing that they will achieve it, or a combination thereof. Energy clients without Scope 3 disclosures and Scope 3 targets cannot achieve better than T3</td>
</tr>
<tr>
<td><strong>T4</strong></td>
<td>Clients have poorly disclosed plans. They generally have some combination of targets that are weaker than the scenarios require, disclosures lacking in detail, or limited evidence that steps are already being taken</td>
</tr>
<tr>
<td><strong>T5 (worst)</strong></td>
<td>Clients have the default and lowest score. These clients provide limited publicly available information on their sustainability targets and strategy. A client must have publicly demonstrated transition planning including some evidence of their historic, current and future emissions reduction efforts to score better than T5</td>
</tr>
</tbody>
</table>
FY23 progress against our sustainable financing targets

Facilitating finance for our clients and customers

**Green financing (€bn)**
- Environmental
- Sustainability-linked (green)
- Achieved to date
- 2030 target

- 2018: 5.7, 0.3
- 2019: 9.2, 1.4
- 2020: 17.6, 2.8
- 2021: 29.8, 7.2
- 2022: 25.5, 6.2
- FY23: 26.0, 6.2
- 2023: 113.7

**Sustainable and Transition financing ($bn)**
- Environmental
- Social
- Sustainability-linked
- Transition
- Achieved to date
- 2030 target

- 2023: 67.8, 0.4
- 2024: 10.9
- 2025: 32.4
- 2026: 24.1
- 2027: 1,000

Making direct investments

**Sustainable Impact Capital (€m)**

- Achieved to date
- 2027 target

- 2020: 24
- 2021: 30
- 2022: 35
- 2023: 49
- 2024: 138

**Green bond investment portfolio (€bn)**

- Achieved to date
- Target

- 2020: 3.1
- 2021: 3.4
- 2022: 2.8
- FY23: 2.2
- 2023: 4.0

Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: [home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures](http://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures)
We monitor our carbon-related assets and elevated risk sectors exposure

### Lending portfolio

#### Carbon-related assets

- **2023 total loans and advances and loan commitments (total L&A):** £775bn
- **39%**

### Capital markets financing

#### Carbon-related sectors¹ in wholesale credit

- **2023 total financing: £311bn**
- **22%**

<table>
<thead>
<tr>
<th>(\text{£bn} )</th>
<th>2022</th>
<th>2023</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Carbon-related assets</strong></td>
<td>311.7 (40% of total L&amp;A)</td>
<td>298.6 (39% of total L&amp;A)</td>
<td>-4% (-1ppt)</td>
</tr>
<tr>
<td>o/w: elevated risk sector exposures</td>
<td>239.8 (31% of total L&amp;A)</td>
<td>230.8 (30% of total L&amp;A)</td>
<td>-4% (-1ppt)</td>
</tr>
<tr>
<td><strong>Total L&amp;A²</strong></td>
<td>780.8</td>
<td>774.7</td>
<td>-1%</td>
</tr>
</tbody>
</table>

Financing towards carbon-related sectors¹ as a proportion of total financing reduced 4ppt YoY to 22% in 2023 (2022: 26% of total financing of £304bn)

---

¹ The sectors have been represented based on the standard nomenclature of economic activities (NACE codes) this year.
² L&A balances presented include loans & advances, and loan commitments. Loan commitments exclude fair value exposures of £15,203m in 2023 and £13,471m in 2022.
## Our ESG ratings performance

<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>2022</th>
<th>Current¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCI</td>
<td>MSCI ESG rating</td>
<td>AAA – CCC, BBB</td>
<td>A</td>
<td>AA</td>
<td>AA</td>
<td>AA</td>
<td>AA</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>A –</td>
<td>B</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>75 (95th percentile)</td>
<td>59 (90th percentile)</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>C’</td>
<td>C</td>
</tr>
<tr>
<td>ISS ESG</td>
<td>ISS Environmental Disclosure Quality Score</td>
<td>1 – 10</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ISS ESG</td>
<td>ISS Social Disclosure Quality Score</td>
<td>1 – 10</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ISS ESG</td>
<td>ISS Governance Disclosure Quality Score</td>
<td>1 – 10</td>
<td>10</td>
<td>8</td>
<td>7</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Moody’s ESG Solutions</td>
<td>Moody’s ESG Solutions ESG Assessment</td>
<td>100 – 0</td>
<td>48 (limited)</td>
<td>49 (limited)</td>
<td>55 (robust)</td>
<td>55 (robust)</td>
<td>62 (advanced)</td>
</tr>
<tr>
<td>FTSE Russell</td>
<td>FTSE Russell 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>4.7 (98th percentile)</td>
<td>4.7 (99th percentile)</td>
</tr>
</tbody>
</table>

¹ Excluding CDP, 'current' scores are accurate as of 1 January 2024. Barclays' 2023 CDP score was announced 6 February 2024.

Note: Barclays’ Sustainalytics® ESG Risk Rating can be found on the Sustainalytics® website: https://www.sustainalytics.com/esg-rating/barclays-plc/1008202145

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Barclays engages extensively in cross-industry initiatives (1/3)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Industry collaboration</th>
<th>Barclays’ involvement/additional information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi thematic</td>
<td>Sustainable Markets Initiative</td>
<td>Barclays is a member of the Sustainable Markets Initiative’s (SMI) Financial Services Task Force (FSTF). The Sustainable Markets Initiative was launched in 2020 by His Majesty King Charles III, when he was Prince of Wales. Barclays has co-led the Net Zero working group since 2021 and in 2023 co-led the Nature-based Solutions (NbS) working group. We co-hosted a series of FSTF workshops at London Climate Action Week and New York Climate Week contributing towards the launch of the Coastal Nature-based Solutions Practitioner’s guide in November 2023.</td>
</tr>
<tr>
<td>UK Transition Plan Taskforce (TPT)</td>
<td>In 2023 Barclays contributed to the Transition Plan Taskforce (TPT)’s publication of sector-agnostic and sector-specific guidance documents. This included taking part in the TPT Sandbox, participating in the Banking, Metals &amp; Mining, Food &amp; Beverage, Nature and Just Transition working groups, and providing expert reviews for the Oil &amp; Gas working group.</td>
<td></td>
</tr>
<tr>
<td>United Nations Environment Programme – Finance Initiative (UNEP FI)</td>
<td>Barclays has been a member of United Nations Environment Programme Finance Initiative (UNEP FI) for over 20 years and was a founding signatory of the UN Principles for Responsible Banking (PRB) as well as joining the Net Zero Banking Alliance in 2021. From 2021 Barclays Group Head of Sustainability has been a member of the global UNEP FI Banking Board and the European Regional Board, and our CEO joined the Leadership Council in 2022. Throughout 2023 Barclays has contributed to the PRB 2030 process, a strategic project to further develop the UN PRB framework, and participated in the Nature Target Setting Working Group – helping build guidance and inputting on case studies.</td>
<td></td>
</tr>
<tr>
<td>Just transition</td>
<td>LSE/Grantham Institute</td>
<td>Barclays joined over 40 financial institutions and stakeholders to form the Financing a Just Transition Alliance in 2021. In 2023 we contributed to a report titled ‘Sowing seeds: How finance can support a just transition in UK agriculture’, which was designed to increase understanding across the financial sector of how it can support a just transition in agriculture by mobilising more finance towards companies committed to and making progress to support a ‘just nature transition’. Barclays became a Founding Funder of the Just Transition Finance Lab, launched on 20 February 2024.</td>
</tr>
<tr>
<td>Ceres</td>
<td></td>
<td>Barclays has been an active member of the Ceres Company Network since 2019. In 2023 we partnered with Ceres to conduct a stakeholder engagement as a follow up to the research Ceres conducted in 2022 on our just transition strategy. We additionally co-hosted a series of just transition-focused workshops at both New York Climate Week and COP28.</td>
</tr>
<tr>
<td>Nature and Biodiversity</td>
<td>Taskforce on Nature-related Financial Disclosures (TNFD) Forum</td>
<td>Barclays is a member of the Taskforce on Nature-related Financial Disclosures (TNFD) Forum, a consultative network of institutional supporters who share the vision and mission of the TNFD. Throughout 2023 we actively provided feedback on the draft TNFD disclosure guidance, which was officially launched in September 2023.</td>
</tr>
<tr>
<td>Theme</td>
<td>Industry collaboration</td>
<td>Barclays’ involvement/additional information</td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Climate and sustainability</td>
<td>Glasgow Financial Alliance for Net Zero</td>
<td>In 2023 Barclays contributed to the GFANZ Decarbonization Methodology working group, which at COP28 in December 2023 published a ‘Technical Review Note on Scaling Transition Finance and Real-economy Decarbonization, a Supplement to the 2022 Net-Zero Transition Plan Report’</td>
</tr>
<tr>
<td>Net-Zero Banking Alliance (NZBA)</td>
<td></td>
<td>Barclays became a founding member of the Net-Zero Banking Alliance in 2021 and contributed to the development of NZBA guidelines throughout 2023. Barclays co-leads the NZBA Autos and Trucking Working Group, which published a white paper on emerging practice in climate target setting for automotive sector financing, and contributed to the NZBA Real-Estate Working Group – which published a similar paper in December 2023</td>
</tr>
<tr>
<td>Oxford Sustainable Finance Group &amp; the UK Centre for Greening Finance and Investment</td>
<td></td>
<td>As part of Barclays' three-year partnership with Oxford University, we made progress on developing new datasets and methodologies for measuring emissions in the agriculture sector – which Barclays will leverage moving forward as it enhances its work in this area</td>
</tr>
<tr>
<td>Partnership for Carbon Accounting Financials</td>
<td></td>
<td>Barclays has been a member of PCAF since 2020. During 2023 we co-chaired the Capital Markets Working Group of eight global banks – the work from which resulted in the publication of the PCAF Facilitated Emissions Standard (The Standard, Part B), which outlines how financial institutions should account for the emissions associated with the facilitation of capital markets activities</td>
</tr>
<tr>
<td>PRA/FCA Climate Financial Risk Forum</td>
<td></td>
<td>The Climate Financial Risk Forum (CFRF) brings together UK regulators and senior financial sector representatives to share their experiences in managing climate-related risks and opportunities. During 2023, Barclays chaired the Climate Financial Resilience Working Group</td>
</tr>
</tbody>
</table>
Barclays engages extensively in cross-industry initiatives (3/3)

<table>
<thead>
<tr>
<th>Theme</th>
<th>Industry collaboration</th>
<th>Barclays’ involvement/additional information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate and sustainability</td>
<td>RMI’s Center for Climate Aligned Finance (CCAF)</td>
<td>Barclays became a Strategic Partner of the RMI (formerly Rocky Mountain Institute) Center for Climate-Aligned Finance, which acts as an implementation partner to banks to align their investments with a net zero future, in 2022. In 2023 we participated in and hosted one of RMI’s Alignment Forum in-person workshops, seeking to identify best practices within the financial sector. In Q3 2023 Barclays became a Founding Consortium Collaborator to support the expansion of RMI’s Oil Climate Index plus Gas—a public tool that uses a transparent, standardised methodology to estimate methane and other GHG emissions from equivalent barrels of oil and gas. RMI has currently modelled two-thirds of the world’s oil and gas assets. We also joined the joint RMI and UK Finance Transition Finance Alignment Forum.</td>
</tr>
<tr>
<td>World Business Council for Sustainable Development</td>
<td>World Business Council for Sustainable Development</td>
<td>Barclays became a member of the Banking for Impact on Climate in Agriculture (B4ICA) in 2021—an initiative convened by the World Business Council for Sustainable Development that brings together banks and expert partners to develop technical recommendations and practical solutions to align banks’ financial portfolios in the food, agriculture, and land-use space towards net zero and Paris Agreement goals. In 2023 we contributed to B4ICA’s ‘Foundational Practices for Banks: Base lining, net-zero target-setting and reporting financed emissions across the agriculture and food value chain’.</td>
</tr>
<tr>
<td>Centre for Climate Energy Solutions (C2ES)</td>
<td>Centre for Climate Energy Solutions (C2ES)</td>
<td>Barclays joined the Center for Climate and Energy Solutions (C2ES) Business Environmental Leadership Council (BELC) in 2022. In 2023 we collaborated with C2ES on a range of issues, including participating in their technology working group and co-hosting an event at COP28 on supporting the global climate technology momentum.</td>
</tr>
<tr>
<td>UK Business Climate Hub</td>
<td>UK Business Climate Hub</td>
<td>In the final quarter of 2023, Barclays partnered with the UK Business Climate Hub—an online portal supporting SMEs on their journey to net zero. Barclays is helping shape and enhance the resources the Hub provides to UK business, ensuring our SME clients’ voices are heard and their needs met. This new partnership will help each SME client understand why sustainability is important for their business and what ‘good’ looks like in the context of their industry.</td>
</tr>
</tbody>
</table>
Barclays has adopted a holistic approach to Financial Crime

Combined approach allows us to identify and manage relevant synergies and connections between the four key risk areas

**Group-wide Financial Crime Policy**
Sets minimum control requirements in four key risk areas

1. **Anti-bribery and corruption (ABC)**
2. **Anti-money laundering and counter-terrorist financing (AML)**
3. **Anti-tax evasion facilitation (ATEF)**
4. **Sanctions**

**Supported by:**

- Twelve group-wide Financial Crime Standards and associated risk-based systems and controls
- Dedicated global Financial Crime function providing expert support and oversight to the business and our legal entities
We continue to foster a culture where our colleagues feel safe to speak up

Colleagues are encouraged to speak up about actions and behaviours that have no place in the organisation. Board Level “Whistleblowers’ Champions” are responsible for ensuring and overseeing the integrity, independence and effectiveness of our whistleblowing programme.

Colleagues are encouraged to speak up directly to their management, Compliance, HR or Legal. However, where they do not feel comfortable using these avenues, the Raising Concerns process is available.

First point of contact
- People Leader
- Compliance
- HR
- Legal

Raising Concerns Team
Carefully assess the concerns raised and refers them to the most appropriate team for review and, where appropriate, investigation.

Whistleblowing Investigations
Any concerns assessed as whistleblowing will be directed to a dedicated team within Compliance.

67 Whistleblowing cases opened in 2023

- Breach of Controls, Process, Other: 21
- Retaliation: 19
- Fraud: 15
- Market Misconduct: 5
- Other: 7

- In 2023, the whistleblowing team opened a total of 67 whistleblowing concerns (2022: 52)
- 60 whistleblowing matters were closed in 2023 (2022: 72), of which 25% (2022: 15%) were found to have some level of substantiation. None of the retaliation concerns closed in 2023 were substantiated.

Chair of the Group Board Audit Committee and Chair of the Barclays Bank UK PLC Board Audit Committee
For further information:


<table>
<thead>
<tr>
<th>Annual Report</th>
<th>ESG-related reporting</th>
<th>ESG data resources</th>
<th>Other ESG resources</th>
<th>Statements and policy positions</th>
<th>Indices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taskforce on Climate-related Financial Disclosures (TCFD)</td>
<td>Principles for Responsible Banking (PRB)</td>
<td>ESG (non-financial) Data Centre</td>
<td>ESG Investor presentations</td>
<td>Various – See website</td>
<td>Sustainability Accounting Standards Board (SASB)</td>
</tr>
<tr>
<td>ESG-related disclosures</td>
<td>Fair Pay report</td>
<td>Limited Independent Assurance statement</td>
<td></td>
<td>Global Reporting Index (GRI)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UK Pay Gaps report</td>
<td></td>
<td>Barclays' Sustainable Finance Framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Diversity and Inclusion Policy</td>
<td></td>
<td>Financed Emissions Methodology Paper</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity, Equity and Inclusion report</td>
<td></td>
<td>Corporate Transition Forecast Model</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Tax) Country Snapshot report</td>
<td></td>
<td>Transition Finance Framework</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investor Relations contacts

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Important information

Disclaimers

Important information on climate and sustainability content within the Barclays PLC Annual Report wherever it appears (and to the extent it is repeated in this presentation), we have:

- Made certain judgements, estimations and assumptions. This is, for example, the case in relation to financial emissions, portfolio alignment, classification of environmental and social financing, operational emissions, and sustainability metrics, measurement of climate risk and scenario analysis

- Considered the impact of climate and sustainability data, models, scenarios and methodologies we consider to be appropriate and suitable for these purposes as at the date on which they were deployed. This includes data, models, scenarios and methodologies made available by third parties (over which we have no control) and which may have been prepared using a range of different methodologies, or where the basis of preparation may not be known to us. Methodologies, interpretations or assumptions may not be capable of being independently verified and may therefore be inaccurate. Climate and sustainability data, models, scenarios and methodologies are subject to future risks and uncertainties and may change over time. With the climate and sustainability disclosures in this document, including climate and sustainability-related data, models and methodologies, are not of the same standard as those available in the context of other financial information and use a greater number and level of judgements, assumptions and estimates, including with the context of the forward-looking information in the Annual Report. Outputs of models, processed data analysis and the application of methodologies will also be affected by underlying data quality, which can be an important factor in assessing the findings of the analysis

- Continued (and will continue) to review and develop our approach to data, models, scenarios and methodologies in line with market principles and standards as this subject area matures. The data, models, scenarios and methodologies used (including those made available by third parties) and the judgements, estimates and/or assumptions made in them or by us are rapidly evolving, and this may directly or indirectly affect the metrics, data points, targets, convergence points and milestones contained in the climate and sustainability content within the Annual Report. Further, changes in external factors which are outside of our control such as accounting and/or reporting standards, improvements in data quality, data availability, or updates to methodologies and models and/or updates or restatements of data by third parties, could impact – potentially materially – the performance metrics, data points, targets, convergence points and milestones contained in the climate and sustainability content within the Annual Report. In future reports we may present some or all of the information for this reporting period including information made available by third parties or more granular data or improved models, scenarios methodologies, market practices or standards. Equally, we may need to re-baseline, restate, revise, recalibrate or reconfigure targets and convergence point and milestones on the basis of such updated data. Such updated information may result in different outcomes than those included in the Annual Report. It is important to the Annual Report, for the reasons described above, to present forward-looking statements in a manner that, to the extent possible, reflect the different perspectives and, for this reason, forward-looking statements include, among others, statements or guidance regarding or relating to the Group's financial position, business strategy, income, project and operational metrics, and sustainable financing activities. Climate and sustainability disclosures are also not subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles. Historical data cannot be relied on as a strong indicator of future trajectories in the case of climate change and its evolution. Outputs and modes of processed data analysis and the application of methodologies may be also be affected by underlying data quality, which can be an important factor in assessing the findings of the analysis

- Provided a forward-looking approach to presenting information to the Annual Report (see page 84 of the Annual Report) sets out when financed emissions information in respect of a prior year will be identified and explained

- Included in the Annual Report a number of graphics, infographics, text boxes and illustrative case studies and credits which aim to give a high-level overview of certain elements of the climate and sustainability content within the Annual Report and improve accessibility for readers. These graphics, infographics, text boxes and illustrative case studies and credits are designed to be read within the context of the Annual Report as a whole

- Subject to Barclays PLC's obligations under the applicable laws and regulations of any relevant jurisdiction, our approach to financial information and in particular climate and sustainability reporting, including ESG commitments and targets – whether stated in this document or elsewhere – is designed to ensure accessibility for readers. These graphics, infographics, text boxes and illustrative case studies and credits are designed to be read within the context of the Annual Report as a whole.

This document contains certain forward-looking statements within the meaning of Section 21E of the US Securities Exchange Act of 1934, as amended, and Section 27A of the US Securities Act of 1933, as amended, with respect to the Group. Barclays cautions readers that no forward-looking statement is a guarantee of future performance, and that actual results or other financial condition or performance measures could differ materially from those contained in the forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use words such as 'may', 'will', 'seek', 'continue', 'aim', 'anticipate', 'projected', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'achieve' or other words of similar meaning. Forward-looking statements can be made in writing but may also be verbally by directors, officers and employees of the Group, including during management presentations, in connection with this document. Examples of forward-looking statements include, among others, statements or guidance regarding or relating to the Group's financial position, business strategy, income, project and operational metrics, and sustainable financing activities. Climate and sustainability disclosures are also not subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles. Historical data cannot be relied on as a strong indicator of future trajectories in the case of climate change and its evolution. Outputs and modes of processed data analysis and the application of methodologies may be also be affected by underlying data quality, which can be an important factor in assessing the findings of the analysis.

In setting its targets and outlook for the period 2024-2025, the Group has made assumptions about future interest rates, the different markets and competitive conditions in which Barclays operates, and its ability to grow certain businesses and achieve costs savings and other structural actions. Additional risks and factors that may impact the Group's financial condition and performance are described in the risk factors contained in the risk management section and in the financial metrics and performance measures or its ability to meet commitments and targets may differ materially from the statements or guidance set forth in the Group's forward-looking statements. In setting its targets and outlook for the period 2024-2025, the Group has made assumptions and/or estimates about financial, economic, regulatory, legal, and other risks and uncertainties, including, without limitation, the impact of climate change and its evolution. Outputs and modes of processed data analysis and the application of methodologies may be also be affected by underlying data quality, which can be an important factor in assessing the findings of the analysis.

As a result, the Group's actual financial position, results, financial and non-financial metrics or performance measures or its ability to meet commitments and targets may differ materially from the statements or guidance set forth in the Group's forward-looking statements. In setting its targets and outlook for the period 2024-2025, the Group has made assumptions and/or estimates about financial, economic, regulatory, legal, and other risks and uncertainties, including, without limitation, the impact of climate change and its evolution. Outputs and modes of processed data analysis and the application of methodologies may be also be affected by underlying data quality, which can be an important factor in assessing the findings of the analysis.

Barclays FY 2023 ESG Investor Presentation
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