



# Making a **difference**

Barclays PLC  
Environmental Social  
Governance Report 2020



# Making a difference

Barclays is a British universal bank. We support consumers and small businesses through our retail banking services, and larger businesses and institutions through our corporate and investment banking services.

In the wake of an extraordinary year, we have refreshed our corporate Purpose and our Values to ensure they are relevant to today's world.

## Our Purpose

We deploy finance responsibly to support people and businesses, acting with empathy and integrity, championing innovation and sustainability, for the common good and the long term.

## Our Values

### 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, 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 champion innovation, and use 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.



You can read more about our new Purpose at [home.barclays/purposeandvalues](https://home.barclays/purposeandvalues)

## Our Stakeholders

Having a strong Purpose and Values ensures we are able to deliver for all our stakeholders:

### For our customers and clients

We help those who use our products, services and expertise realise their aspirations

### For our colleagues

We support their health and wellbeing, enable them to build their career, and empower and motivate them to be able to provide excellent service

### For society

Our success over the long term is tied inextricably to the progress of our communities, and the preservation of our environment

### For our investors

We continue to build a strong, diversified business that can deliver attractive and sustainable returns

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The Environmental Social Governance (ESG) Report provides additional information on key ESG topics and forms part of the Barclays PLC Annual Report suite.

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### Additional reports

#### Barclays PLC Annual Report 2020

A detailed review of Barclays' 2020 performance with disclosures that provide useful insight and go beyond reporting requirements.

#### Barclays PLC Climate-related Financial Disclosures 2020

An enhanced report aligning to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in this, the fourth year of disclosure.

#### Barclays PLC Fair Pay Report 2020

An overview of our approach to pay-fairness and how we implement this in our principles and policies through the themes of our Fair Pay agenda.

#### Barclays PLC Diversity and Inclusion Report 2020

An overview of the Group's approach to building a more inclusive company, including a progress report on each of our five pillars of diversity and inclusion.

#### Barclays PLC Country Snapshot 2020

An overview of our global tax contribution as well as our approach to tax, including our UK tax strategy, together with our country-by-country data.

#### Barclays PLC Pillar 3 Report 2020

A summary of our risk profile, its interaction with the Group's risk appetite, and risk management.

### Barclays Group Statement on Modern Slavery



Find out more at:  
[home.barclays/investor-relations/reports-and-events/annual-reports/](https://home.barclays/investor-relations/reports-and-events/annual-reports/)

### ESG reporting hub

#### Non-financial reporting index

This includes additional information relevant to ESG investors, suppliers, clients and rating agencies.

#### Further online resources include

- Barclays' ESG Reporting Framework and Sustainable Finance Framework used for social and environmental financing
- Barclays' policy statements
- Barclays' investor ESG presentations
- Other ESG-relevant content including details of Barclays' green product suite



Find out more at:  
[home.barclays/esg](https://home.barclays/esg)

## Chairman's introduction

The last 12 months have put ESG considerations under the spotlight in a way none of us could have predicted.

# Tangible action in a challenging year

For some time, businesses like ours have been grappling with how to convert good environmental, social and governance intentions into practical and measurable action. Concrete improvement has generally been easier to demonstrate with respect to governance and, increasingly, the environment. But it was the 'S' part of ESG that really came into focus in 2020. It was a year of unanticipated social challenge, and that brought with it plenty of opportunity for tangible demonstration of what it means for a bank to be 'good for society'.

This external dynamic coincided with our decision to revisit our expression of Purpose with a view to improving its connectivity to the actual things that we do day-in and day-out. Our commitment now is to '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'.

For Barclays, our ESG policies and approaches are intended to support, and indeed provide evidence of, that redefined Purpose in action. We know that we will not get everything right, but we do believe that the support that we gave during the pandemic to our customers, clients and colleagues, and the funds that

we made available to communities around the world through our COVID-19 Community Aid Package, show that Barclays is capable of turning statements of intent into tangible action.

### Some highlights of the year

This report provides many examples of that action, including the unprecedented lending we extended to SMEs in crisis, as well as the financial assistance we provided to a significantly increased number of customers who were asking us for help. There are examples too of how our community programmes made a difference at a time of need. Whether by helping people entering or re-entering the job market, as was the case with those supported by LifeSkills or Connect with Work; supporting the scale-up of new sustainable businesses through Unreasonable Impact; or through the more than 250 charity recipients of the COVID-19 Community Aid Package. Although we can of course only reach a small proportion of those impacted, it is nevertheless encouraging to see some of this aid quantified: over 9 million meals provided to vulnerable communities across the US; 65,000 hygiene kits distributed across Asia Pacific; and NHS hospitals right across the UK supported to meet the urgent needs of patients, staff and volunteers.



**“**  
*It was a year of unanticipated social challenge and that brought with it plenty of opportunity for tangible demonstration of what it means for a bank to be 'good for society'.*

We have also made considerable progress on our environmental agenda. Our ambition to be net zero by 2050, and our commitment to align our financing portfolios to the goals of the Paris Climate Agreement, received overwhelming support from shareholders in May. In November, we followed up with the release of more detailed information on our targets, and our overall framework for setting the measures by which we think we should be held accountable.

It is worth highlighting in particular the careful thought that has gone into BlueTrack™, our methodology to measure and track our emissions, including in terms of the clients we finance. We are starting with the Energy and Power sectors – responsible between them for up to three-quarters of all emissions globally – but BlueTrack™ will ultimately extend to cover our entire financing portfolio, and we expect to include additional industry and manufacturing subsectors in the coming year. The methodology will be updated over time to track newer benchmark scenarios as they are developed. As company disclosures continue to improve, we are also hopeful that this data will become

## Chairman's introduction continued

sufficiently robust to play a much greater role in the calculation of BlueTrack™ metrics. We will continue to engage with our peers, through established and emerging industry groups, to evolve our approach, and support work towards standardisation across the Financial Services industry.

Elsewhere, I am encouraged by the growth of our green bond pool following a second Barclays green bond issuance in October. Barclays' green financing also continues to grow and will do so even more significantly in the coming years as we realise our £100bn commitment by 2030. We have also made important progress in expanding our environmental agenda into the area of deforestation, enhancing the due diligence and requirements we apply to certain clients involved in soy production in South America, recognising the impact in terms of deforestation which this type of soft commodity agriculture can have.

### Long-term reflections

This year's challenges have provided a very real opportunity for us to step back and consider the right ingredients of good ESG policy and practices.

First of all, we know we need to act and think in a sustainable fashion. That is encapsulated well in our refreshed Purpose to do business 'for the common good and the long term'. The COVID-19 pandemic was a test of this commitment of course. Notwithstanding the immediacy of the health and economic emergencies, it was obvious from the moment the pandemic began that our response needed to be sustainable and lasting, not least because no one can predict how long the crisis might endure.

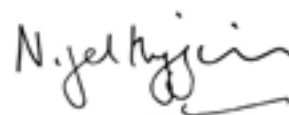
At the same time I expect many aspects of our response this year, including alterations to the way we think about community engagement, to be permanent changes. The speed and scale with which our colleagues stepped forward and joined virtual volunteering sessions, or fundraised alongside teams from across the globe, taught us the power of acting together in support of our communities, even when we are physically apart. Building on our long history and culture of service at Barclays, I am pleased that technology is increasingly enabling us to amplify our impact in society.

This underlines a second observation, which is the importance of colleague engagement. If we are to put our corporate Purpose into practice effectively, then it needs to be driven as much from the bottom-up as from the top-down. Our Code of Conduct, The Barclays Way, continues to be the touchstone of our culture in this respect, acting as a guide as to how we want all of our employees to make decisions. Over the last year, we also took time to make a far-reaching assessment of our operational mindset, and we will be embedding new ways of thinking about our work across the entire colleague population during the course of 2021, based in large part on lessons learnt from our experience in 2020. Our mindset will work in concert with our refreshed Purpose and Values, and complement The Barclays Way.

Thirdly, an increased emphasis on long-term outcomes demands alignment with all of our stakeholders, including shareholders. Our approach to ESG is continuously checked against stakeholder expectations and we are engaged actively in conversations to understand their different perspectives. This includes balancing near-term and longer-term objectives and managing carefully the balance between the two. It also means being transparent about the costs and opportunities involved.

Finally, none of this is static. The frontiers of what constitutes a meaningful and effective ESG approach for a company are changing all the time, particularly with respect to 'E' and to the time-critical nature of the climate challenge. Equally, as the green economy develops it seems likely that environmental and social issues will grow increasingly interrelated and complex. It is a benefit of Barclays' longevity as an organisation that we are well experienced in adapting as society grows and evolves.

Our continued success depends on that adaptability as much today as it ever did, and we welcome feedback and ideas on how we're doing, as we pursue ongoing improvement in our ESG agenda.



**Nigel Higgins**  
Chairman



## Chief Executive's introduction

Over the course of a challenging year, we have learnt an enormous amount about the character of our company and demonstrated again our capacity to make a positive difference in people's lives.

# A force for good

I am incredibly proud of the way Barclays has been there for our stakeholders this year, particularly throughout the COVID-19 pandemic. Thanks to our continued performance as a strong and profitable business, we were able to maximise our support for the economy and society at a time of real need. In many ways – big and small – we helped to mitigate the worst effects of the pandemic on our customers and clients, our colleagues and the communities that we serve.

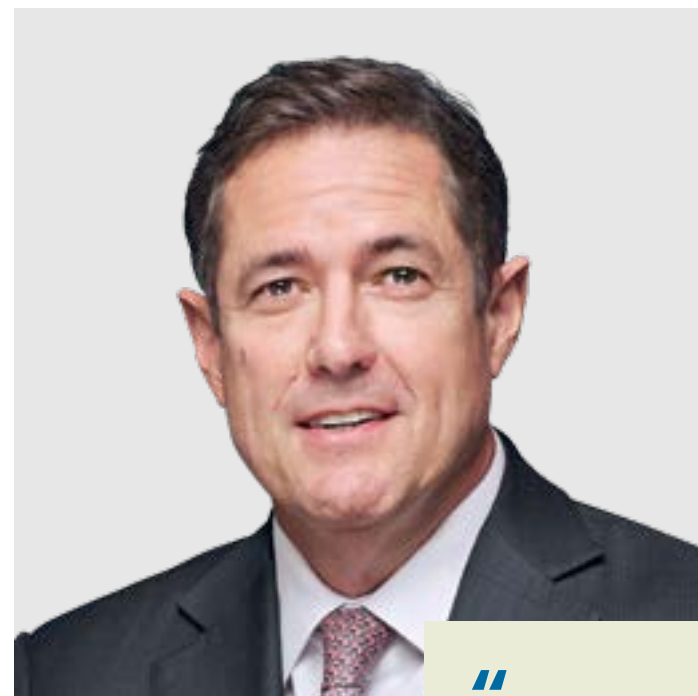
Our experience this year also prompted us to look afresh at our Purpose as an organisation, and to make sure our Values are as up to date as they should be. I am confident that our renewed expression to deploy finance responsibly 'for the common good and the long term' effectively encapsulates Barclays today. It underlines our commitment to be a force for good in the world and recognises that our success as a business is based not just on how well we run ourselves commercially, but also on how well we protect the environment, support our society and make responsible management decisions.

### Support in challenging times

In contrast to the experience over a decade ago, when banks were a catalyst for the financial crisis, Barclays has been a firewall throughout the COVID-19 pandemic, helping society and the economy mitigate its impact.

That has meant taking significant steps to relieve financial pressure for our customers where we could, for example in waiving £100m of fees and interest charges, and in granting hundreds of thousands of payment holidays. It also meant working with governments to deliver an unprecedented level of support for the economy, including facilitating over £27bn in lending for British businesses through the UK Government schemes.

We gave call centre priority to NHS workers, executed care calls to vulnerable customers and gave colleagues additional training to equip them to answer calls from customers experiencing financial difficulty. Over 80% of our branches remained open throughout the pandemic, and I particularly want to thank the many thousands of colleagues who have been designated key or critical workers and worked so hard to keep delivering for our customers and clients.



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*Our success as a business is based not just on how well we run ourselves commercially, but also on how well we protect the environment, support positive social progress, and make responsible management decisions.*

Of course, our support extended to broader society too. I was proud to launch our £100m COVID-19 Community Aid Package (CAP), helping some of the communities hardest hit by the pandemic. The CAP comprises a Charity Partners Programme making donations to charity partners around the world to support vulnerable people impacted by the crisis and the Colleague Matched Donations Programme to match colleagues' personal donations and active fundraising efforts for their chosen charities supporting COVID-19 relief.

## Chief Executive's introduction continued

### Accelerating the transition

As Nigel sets out in his letter, we have made significant progress over the last 12 months to build out our strategy to help address the climate challenge.

One of the most important moments in Barclays' recent history was the announcement of our ambition to be a net zero bank by 2050 and commitment to align all our financing activities to the goals of the Paris Climate Agreement. We believe this ambition is the best way we can help accelerate the transition to a low-carbon economy, across all sectors, by harnessing the breadth and depth of our capital markets franchise to direct financing flows towards building a greener future.

We have also committed to providing £100bn of green financing by 2030, supporting the transition by providing investment that is specifically focused on green activity, including for renewables, energy efficiency and sustainable transport.

Of course, this is only the beginning of a lengthy journey, and it will require considerable effort on our part, but I am proud we are taking such a positive position in an area so critical to the world, and our collective future.

### Power in our people

Our company is deeply indebted to the extraordinary effort of our 83,000 employees around the world, all of whom worked so hard to keep Barclays delivering for our stakeholders this year. We have learnt a lot about our collective capacity to cope and adapt, and about ways of balancing our work and personal lives.

Over the course of the year, we worked hard to embrace and support our people, instigating new working patterns, digital tools and technology. Where we could, we helped colleagues cope with some of the personal challenges the pandemic created, including by offering paid leave to support self-quarantine, sickness or care for dependants, financial help with childcare and advice made available to support with physical and mental health.

As the world transitions back to normal, hopefully in the course of 2021, we must apply the knowledge we have gathered over the last 12 months to create new, better ways of working for the future.

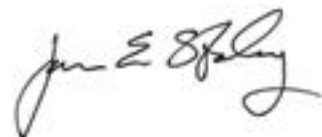
Recent events have also prompted us to challenge ourselves on what more we can do in the fight against racism. Over the course of the year, we have worked extensively with our Black colleague forums in both the UK and the US to produce a 12-point Race at Work Action Plan, setting out a series of actions to attract, develop and add to our great Black talent. From 2021, I also want us to extend this plan to all ethnically diverse groups and to enhance our long-standing support for Citizenship programmes dedicated to tackling racial inequalities in communities, as well as support of this agenda for customers and clients.

Whether it's race, ethnicity, sexual orientation, ability, gender or life-stage, I am committed to Barclays being a place where everyone feels included, and where everyone is given the opportunity to realise their potential. We will continue to drive our focus on our five diversity pillars of disability, gender, LGBT+, multicultural and multigenerational, and I am delighted to see membership of our colleague diversity networks at an all-time high. I want to thank all of those who have played a role in leading each workstream so effectively, strengthening our culture of inclusion.

### The path ahead

The last 12 months have been a particularly challenging period for many of us, but I am uplifted by the real difference we have been able to make in people's lives, and for the environment.

As we look ahead, I am optimistic about the opportunities for economic recovery, and confident that Barclays will continue to be a force for good in helping society to rebuild. We take that responsibility extremely seriously.



**James E. Staley**

Group Chief Executive Officer, Barclays



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*We believe that our net zero ambition is the best way we can help accelerate the transition to a low-carbon economy.*

## Understanding Barclays

We are diversified by business, by different types of customer and client and by geography. Our businesses include consumer banking and payments operations around the world, as well as a top-tier, full service, global corporate and investment bank.

## Our structure

Barclays operates as two divisions, Barclays UK and Barclays International, supported by our service company, Barclays Execution Services.

### Barclays UK

Barclays UK (BUK) consists of our UK Personal Banking, UK Business Banking and Barclaycard Consumer UK businesses. These businesses are carried on by our UK ring-fenced bank Barclays Bank UK PLC and certain other entities within the Group.

UK Personal Banking offers retail solutions to help customers with their day-to-day banking needs. UK Business Banking serves business clients, from high growth start-ups to SMEs, with specialist advice for their business banking needs. Barclaycard Consumer UK is a leading credit card provider, offering flexible borrowing and payment solutions, while delivering a leading customer experience.

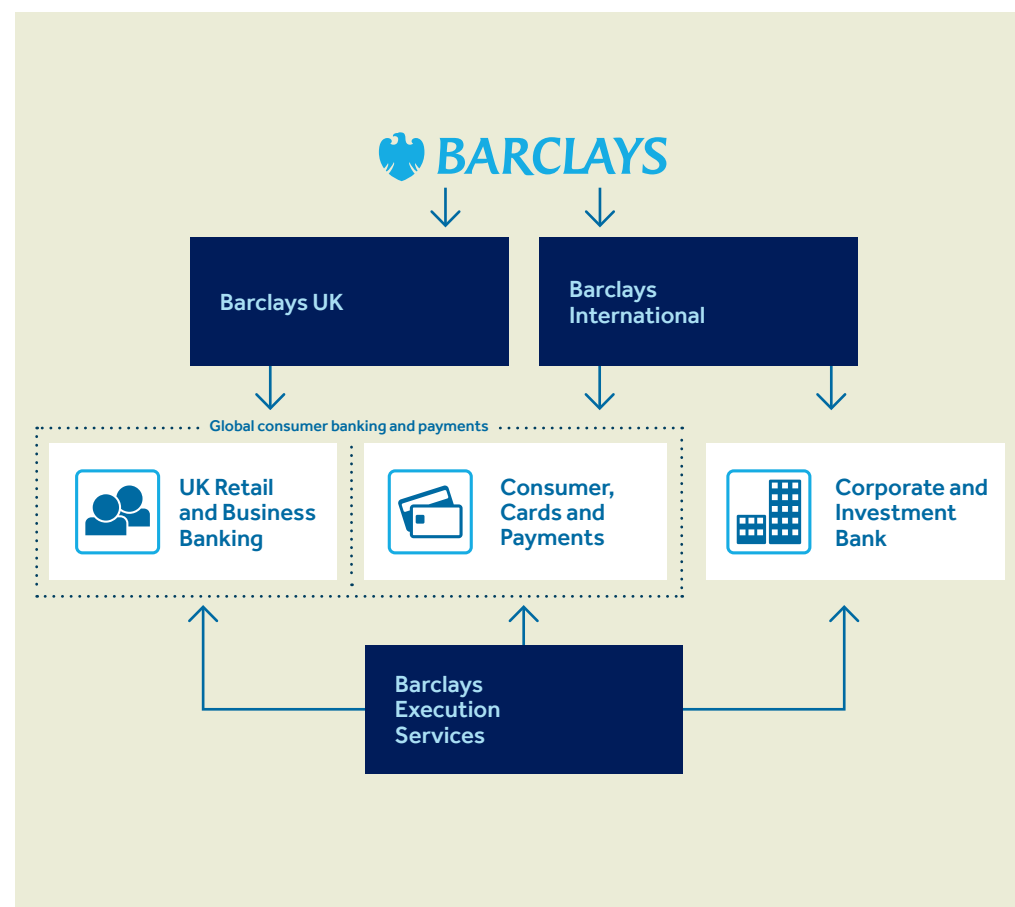
### Barclays International

Barclays International (BI) consists of our Corporate and Investment Bank and Consumer, Cards and Payments businesses. These businesses are carried on by our non-ring-fenced bank Barclays Bank PLC and its subsidiaries, as well as by certain other entities within the Group.

With relentless focus on delivering for customers and clients around the world, Barclays International's diversified business portfolio provides balance, resilience and exciting growth opportunities. The division has a strong global market position and continues to invest in people and technology in order to deliver sustainable improved returns. Barclays International offers customers and clients a range of products and services spanning consumer and wholesale banking.

### Barclays Execution Services

Barclays Execution Services is the Group-wide service company providing technology, operations and functional services to businesses across the Group.





# Understanding Barclays continued

## Barclays at a glance

### Group income by business

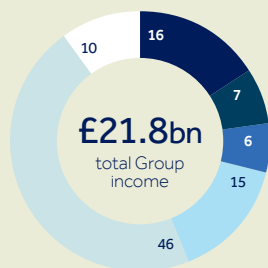
%

Barclays UK

- Personal
- Barclaycard
- Business Banking

Barclays International

- Consumer, Cards and Payments
- Corporate and Investment Bank
- Investment Banking
- Corporate Banking

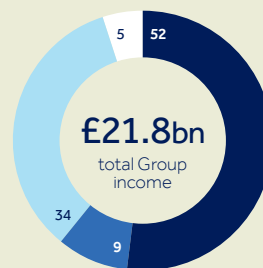


Percentages exclude Head Office which was a negative income of £0.5bn.

### Group income by region

%

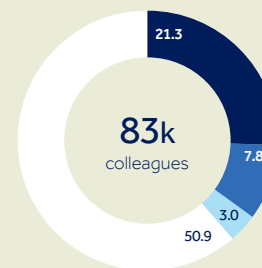
- United Kingdom
- Europe
- Americas
- Asia Pacific



### Number of colleagues by business

000s

- Barclays UK
- Corporate and Investment Bank
- Consumer, Cards and Payments
- BX and Head Office

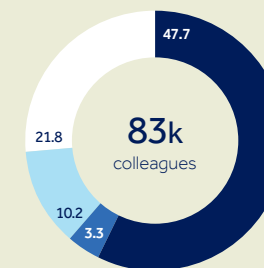


Barclays Execution (BX) and Head Office include our functions, technology and centralised support personnel supporting the client-facing businesses, reducing duplication and providing operational synergies. BX facilitates the sharing of expertise and ideas across the Group to allow us to bring our entire organisation to bear in delivering the right solutions for customers and clients, seamlessly.

### Number of colleagues by region

000s

- United Kingdom
- Europe
- Americas
- Asia Pacific

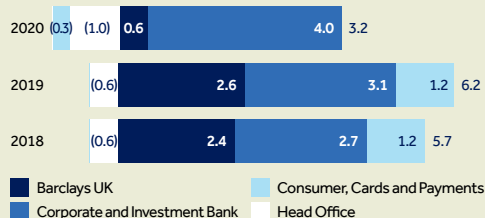


Our income generation demonstrates the range of retail and commercial products and services we offer.

### Group profit before tax<sup>a</sup>

£bn

Barclays UK and Barclays International statutory profit before tax (PBT) was £0.5bn and £3.6bn respectively.

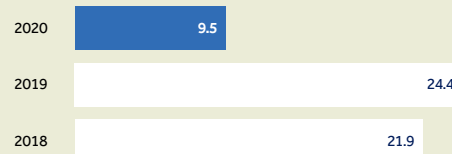


<sup>a</sup> Excluding litigation and conduct. Including litigation and conduct, PBT was £3.1bn (2019: £4.4bn, 2018: £3.5bn).

The diversification of the Group helps support sustainable earnings through the cycle, as seen during 2020.

### Earnings per share<sup>a</sup>

p

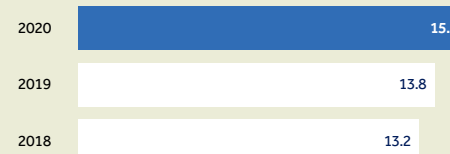


<sup>a</sup> Excluding litigation and conduct.

Statutory earnings per share (EPS) were 8.8p (2019: 14.3p, 2018: 9.4p).

### Common Equity Tier 1 ratio

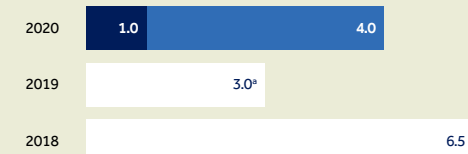
%



Our CET1 ratio demonstrates resilience and provides a solid foundation for shareholder returns.

### Total capital distribution per share

p



<sup>a</sup> Although we declared a 9p dividend for 2019, the full year dividend of 6p was cancelled in response to a request from the PRA.

We are pleased to approve a total payout of 5.0p per share, including a 1.0p 2020 full year dividend and the intention to initiate a share buyback of up to £700m.

## Making a difference for our colleagues

### I felt valued from the start

As a recent Computer Science graduate from Glasgow University, my passion was to be a part of the growing tech industry. Joining Barclays on the graduate scheme allowed me to follow that passion and do what I love, developing new applications with a focus on security. Thanks to the investment in the Glasgow Campus, I also get a programme of career development and benefit from being near my family and friends.

The transition from student to a team member, especially during COVID-19, was scary at times, but I found my ideas and input were valued right from the start. Every member of the team is invested in my success. I'm excited to be working in a place that challenges and inspires and encourages diversity in every way.

I also joined the Women in Technology network at Barclays. The network works to ensure apprentices, interns, graduates and students understand the varied and exciting career options in tech that the bank has to offer. I want us to inspire the best technical minds in Scotland and be able to snap them up.



*People are talking about Barclays and technology – it's an exciting career option.*

**Hannah Fairlie**  
Graduate Developer, Compliance Technology  
Glasgow



# Strategy and highlights

How we think about our ESG responsibilities and track our performance, our new net zero ambition and how we have supported society during COVID-19.

## Our role in society

Our success as an organisation is judged not only by our commercial performance, but also by how we act for the common good and the long term.

We believe we are at our most effective when we deploy finance to support people and businesses in a way that is responsible, transparent and makes a real and lasting difference to the lives of those we serve, our colleagues, and the communities in which we live and work.

Our approach to environmental, social and governance issues is grounded in the work we do every day, right across our business. The transparency provided by our reporting and disclosures is built on a clear framework for action.

We see our focus on the sustainable impact of our business as one of the key pillars of the investment case for Barclays.



More information about our strategy and the investment case for Barclays is available in the Barclays PLC Strategic Report 2020.

### Focus areas

We consider our ESG responsibilities through five areas of focus, reflecting the interrelated nature of ESG issues. They give us a clear guide to how we can maximise the positive impact we have on society, and help us to manage carefully the environmental and social impact of our business.



You can read more about each of our focus areas starting on page 21.



As we consider the risks and opportunities in each of these five areas, our approach is supported by governance and oversight from our management and Board governance structures. It is also underpinned by our commitment to the Principles for Responsible Banking, of which Barclays was one of the 30 founding banks, which help to align banks with society's goals as expressed in the Paris Climate Agreement and the United Nations' Sustainable Development Goals.

### Highlights in 2020

The importance of action on climate change and the changing financial and social needs of society as a result of COVID-19 were both significant for Barclays in 2020. Both topics touch on several of our focus areas, and you can read more about how we have taken an integrated, thematic approach to these issues on pages 14-17 and 18-19.

### Engaging our stakeholders

We engage directly with our internal and external stakeholders to assess our areas of focus against their priorities – through ongoing conversations, as well as surveys and information requests from investors and ratings agencies. We also monitor closely the relevant ESG frameworks and reporting guidelines.

## Our role in society continued

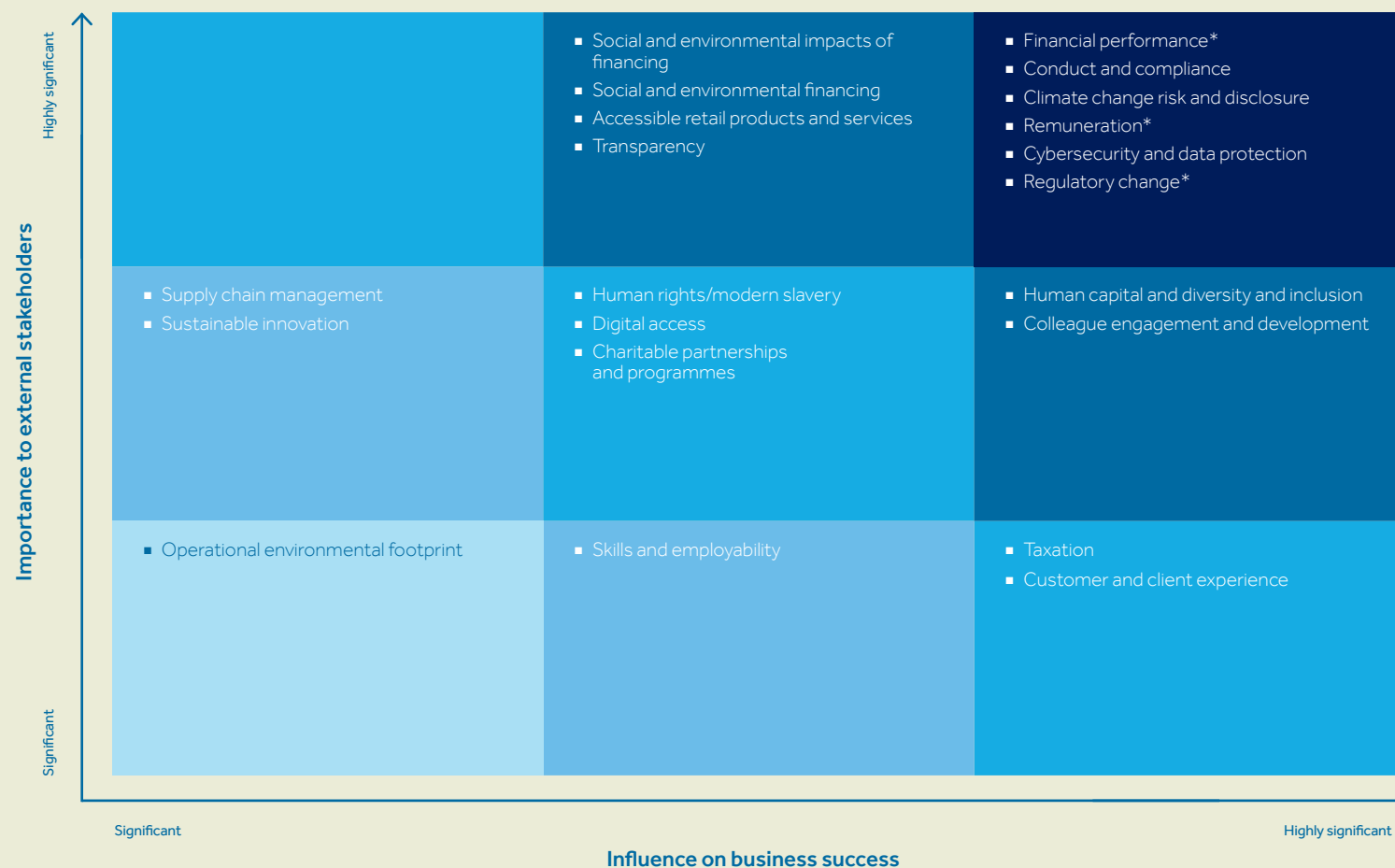
### Assessing materiality

The ongoing review of our approach to ESG issues is in line with the principle of materiality, as described in the Global Reporting Initiative (GRI) Standards, and with reference to the materiality considerations set out in the Sustainability Accounting Standards Board (SASB) Standards.

We assess the strategic relevance of ESG factors on two dimensions: their relative importance to external stakeholders, and their influence on our business success. This helps us to prioritise and govern our activity, ensuring that we are closely aligned with our stakeholders' expectations.

### ESG factors material to the business and our stakeholders

#### Strategic relevance across lines of business and geographic markets



\* Full details of our financial performance, remuneration and regulatory change are set out in Barclays PLC Annual Report 2020 ([home.barclays/investor-relations/reports-and-events/annual-reports/](https://home.barclays/investor-relations/reports-and-events/annual-reports/)).



## Tracking our performance

We track performance across our five focus areas using a range of financial and non-financial indicators.

These are aligned with industry-wide metrics where possible, and follow standard reporting approaches – for example in emissions scope, or gender pay gap reporting. We also reference established voluntary disclosure frameworks, such as those of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

In the absence of commonly defined terms and metrics, for example in sustainable finance, we provide further details of our reporting methodology.



See the Barclays PLC Strategic Report 2020 for key financial and non-financial performance measures.

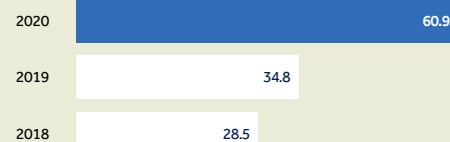


Additional information on our reporting criteria for selected metrics can be found at: [home.barclays/esg](https://home.barclays/esg)



### Supporting a sustainable and inclusive economy

#### Social and environmental financing facilitated £bn



against a target of £150bn by 2025

Δ 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

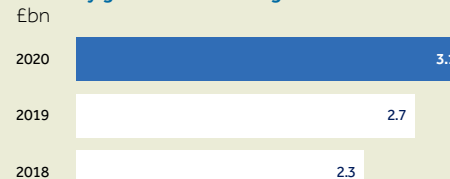
#### £150bn Social and environmental financing by 2025 £bn



#### £100bn Green financing by 2030 £bn



#### Treasury green bond holding £bn



against a target of £4bn over time



See pages 22 to 31 for Supporting a sustainable and inclusive economy.



### Managing environmental and social impacts

#### Transactions subjected to environmental and social risk review

912

#### Scope 1 and 2 carbon emission reduction against 2018 baseline

-71%<sup>Δ</sup>

against a target of 80% by 2021 (market based)

Δ 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

#### Progress against our commitment to RE100

74%<sup>Δ</sup>

to procure 100% of global operational electricity needs from renewable sources by 2030, with an interim target of 90% by 2021.

Δ 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

#### Prompt payment to suppliers

88%

against our commitment to suppliers of 85%



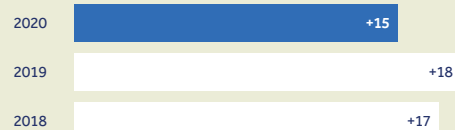
See pages 32 to 41 for Managing environmental and social impacts.

# Tracking our performance continued



## Running a responsible business

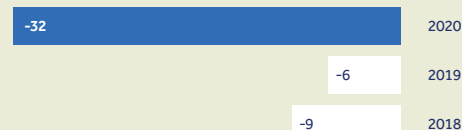
### Barclays UK net promoter score (NPS®)<sup>1</sup>



The NPS is a view of how willing customers are to recommend our products and services to others.

<sup>1</sup> ©Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

### Barclays UK complaints excluding PPI %



We received a significant volume of PPI-related claims leading up to the FCA deadline of 29 August 2019. As such, the underlying trend provides a more meaningful comparison.

### Taxes paid globally

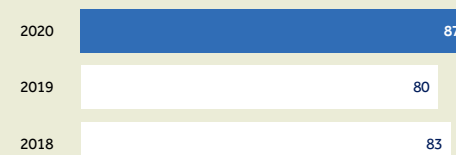
£2,113m

➔ See pages 42 to 56 for Running a responsible business.



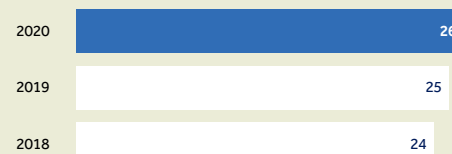
## Our people and culture

### "I would recommend Barclays as a good place to work" %



A question in our Your View employee survey that measures colleague advocacy. For additional details on our approach to measure colleague engagement see page 60.

### Females at Managing Director and Director level %



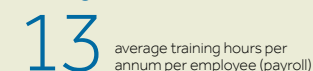
Metric reflects % of women in senior leadership roles within Barclays.

### UK gender pay (ordinary pay gap)



The ordinary pay gap represents the difference in the average regular pay for UK male and female employees. From 2019, the median pay gap has decreased by 3.7 percentage points and the mean pay gap decreased by 2.4 percentage points.

### Training hours



➔ See pages 57 to 65 for Our people and culture.



## Investing in our communities

### LifeSkills – Number of people upskilled in the year

2.33m<sup>Δ</sup>

2019: 2.31m against an aim to upskill ten million people in the UK by 2022

<sup>Δ</sup> 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

### Connect with Work – Number of people placed into work

49,700<sup>Δ</sup>

2019: 66,600 against a target to help place 250,000 people into work across the UK, Europe, the Americas and Asia by 2022

<sup>Δ</sup> 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

### Number of Unreasonable Impact ventures supported since 2016

163

2019: 124

since 2016 against a commitment to support over 250 businesses solving social and environmental challenges by 2022

### Pilot schemes launched since the start of Thriving Local Economies programme

3

against our commitment to run pilot schemes in our different local economies around the UK by 2022

Pilots are in Bury, Kilmarnock and Taunton Deane

➔ See pages 66 to 72 for Investing in our communities.

## External ESG ratings and benchmarks

### Sustainalytics ESG Risk Rating

23.9  
2019: 31.7  
2018: 31.2  
Scale: 0-100, with 100 being the most severe

### MSCI ESG Rating

A  
2019: BBB  
2018: BBB  
Scale: AAA to CCC

### S&P Global CSA

88th  
2019: 77th  
Scale: 0-100 percentile, with 100 being the best possible ranking

### FTSE Russell ESG Rating

4.7/5  
2019: 4.8/5  
2018: 4.3/5  
Scale: 0-5, with 5 being the best possible score

➔ For more information on external ESG ratings and benchmarks see page 77.

## Disclosure ratings

### ISS social quality score

1/10  
2019: 1/10  
2018: 1/10  
Scale: 1-10, with 1 being the best possible score

### ISS environmental quality score

1/10  
2019: 1/10  
2018: 1/10  
Scale: 1-10, with 1 being the best possible score

### CDP

B  
2019: A-  
2018: A-  
Scale: A+ to F, with A+ being the best possible score

## Our net zero ambition

We believe that Barclays can make a real contribution to tackling climate change and help accelerate the transition to a low-carbon economy.

In March 2020, Barclays set an ambition to be a net zero bank by 2050. We're already net zero from our own operations, offsetting any residual emissions; our focus now is on reducing the client emissions that we finance – so-called 'financed emissions'.

That begins by aligning all of our financing with the goals of the Paris Climate Agreement, the international treaty on climate change adopted in 2015.

### Accelerating the transition

We see significant opportunity in the transition to a low-carbon economy: to strengthen relationships with our clients as we help them to adapt; to build new relationships with innovative, fast-growth organisations that are developing new green technology; and to work in partnership with academics and industry associations to shape the latest thinking and learn from the experience of others.

Barclays has a long history of green financing, having worked on some of the industry's most significant renewables deals since one of the first in 2009, so we're well placed to continue enabling the sort of high-impact investments that will make the most difference.

## BlueTrack™

### Introducing BlueTrack™

BlueTrack™ is our methodology for measuring financed emissions, and tracking them at a portfolio level against the goals of the Paris Climate Agreement. It is also helping us to embed climate impact in our financing decisions, so that we can make active choices to reshape our portfolio. We're effectively setting a 'carbon limit' on the activity we finance.

The methodology builds on and extends existing industry approaches to cover not only lending but also capital markets financing. This better reflects the breadth of our support for clients through our investment bank. We are the first bank to implement such an approach.

BlueTrack™ starts by selecting an appropriate benchmark for a sector, which defines how financed emissions for a portfolio need to change over time in line with the goals of the Paris Climate Agreement.

We then determine how our actual sector portfolios are performing against these benchmarks: by measuring the emissions that our clients produce, determining how those emissions should be linked to the financing we provide, and then aggregating those measurements into a portfolio-level metric.



This portfolio-level metric is then compared to the benchmark, and ultimately published on our climate dashboard.

The first sectors to be covered by BlueTrack™ are Energy and Power; these two sectors are responsible for up to three-quarters of all emissions globally. Detailed work to extend coverage to other sectors in Barclays' financing portfolio is already underway, and we expect to include a couple of additional Industry & Manufacturing subsectors over the coming year.

We also remain actively involved in industry-wide initiatives to build consensus on carbon accounting and portfolio alignment, including through our work on the Paris Climate Agreement Capital Transition Assessment (PACTA), and our membership of the Partnership for Carbon Accounting Financials (PCAF).



The model methodology is disclosed and details can be found at: [home.barclays/society/our-position-on-climate-change/](https://home.barclays/society/our-position-on-climate-change/)

## Our net zero ambition continued

### Our Energy Banking team

To help our clients accelerate the transition to a low-carbon economy, we have created a new, multi-disciplinary Energy Banking team. We're working with our clients to help them understand what the transition means for them, and then helping deliver the financing needed to achieve it.

The team brings together our existing Power and Utilities, Natural Resources, and Sustainable and Impact Banking groups; this integrated approach will enable our support for clients to better reflect the inter-related changes currently underway across the energy industry, and extends our long-standing leadership in the sector to capture the commercial opportunities of transition.

### £100bn target for green financing

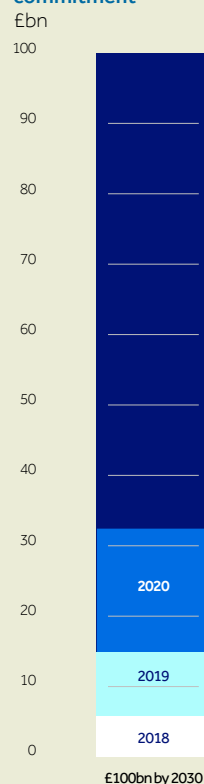
The investment required for the world to meet the goals of the Paris Climate Agreement is estimated to be trillions of dollars annually. Matching the investment needed is fundamental to the support we're providing to clients as they accelerate their transition.

Green financing supports the transition by providing financing that is specifically focused on green activity, including for renewables, energy efficiency and sustainable transport. This includes specific products such as Green Loans, Green Project Finance, and Green Bonds.

Since 2018 we've already facilitated over £32.4bn of green financing, and there is increasing demand for more innovative products, such as Sustainability Linked Loans and Bonds.

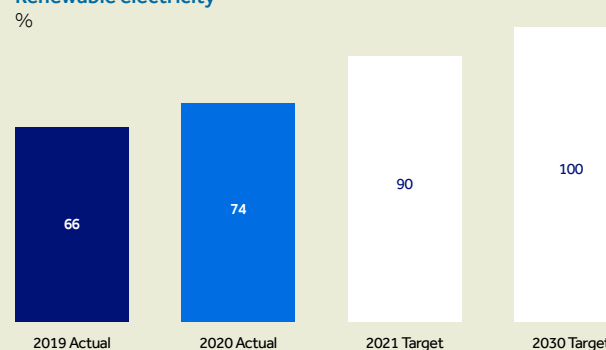
### Green financing

#### Our green financing commitment



### Our own operations

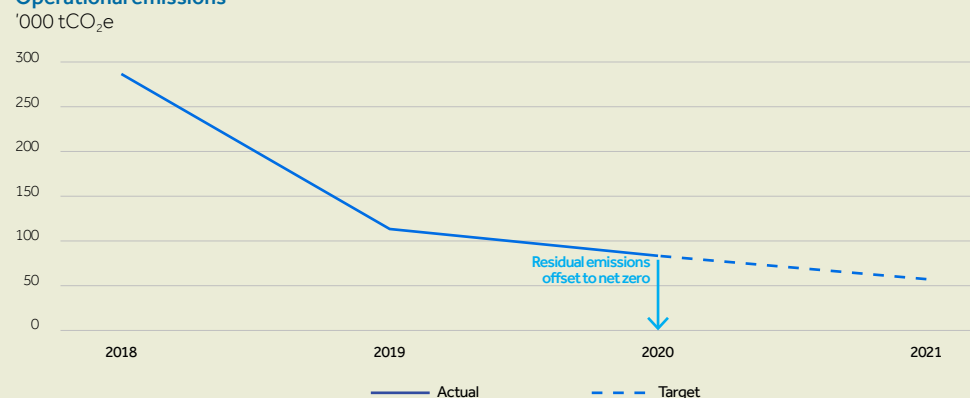
#### Renewable electricity



➔ For more information on how we manage our operational footprint see pages 38-40.

➔ For more information on our green financing see page 23.

#### Operational emissions



# Our net zero ambition continued

## £175m investment in green innovation

Our Sustainable Impact Capital Initiative will invest £175m of equity capital in sustainability-focused startups, helping to accelerate our clients' transition to a net zero future.

We hope these investments will advance innovative carbon-efficient technologies and supply-chains, and help to develop viable markets for carbon capture and sequestration. Through the initiative, we aim to fill growth stage funding gaps and help accelerate and scale catalytic and strategic solutions to environmental challenges.

## Our climate dashboard

Our climate dashboard shows our 'carbon limit' by sector, and tracks our financed emissions against that benchmark. It also shows our operational emissions performance, including the residual emissions we are offsetting.

Our near-term and medium targets for the Energy and Power sectors are<sup>1</sup>:

- energy portfolio absolute emissions will reduce by 15% by 2025, and continue to track our benchmark reduction on an ongoing basis
- power portfolio emissions intensity will reduce by 30% by 2025, on the way to alignment with our benchmark by 2035.

It is difficult to compare approaches and targets used across the industry, given the lack of standardisation. We believe that our targets are stretching but achievable, and reflect not only the current size and composition of our Energy and Power portfolios, but also progress already made in their decarbonisation. We are working with our peers to build a common approach, so that different organisations can be more easily compared.

Our dashboard also shows the fuel mix of our portfolios, not just the overall 'carbon limit'. This reflects our focus on the transition to a low-carbon economy, and shows specifically how we are accelerating the shift from higher-emissions to lower-emissions activity.

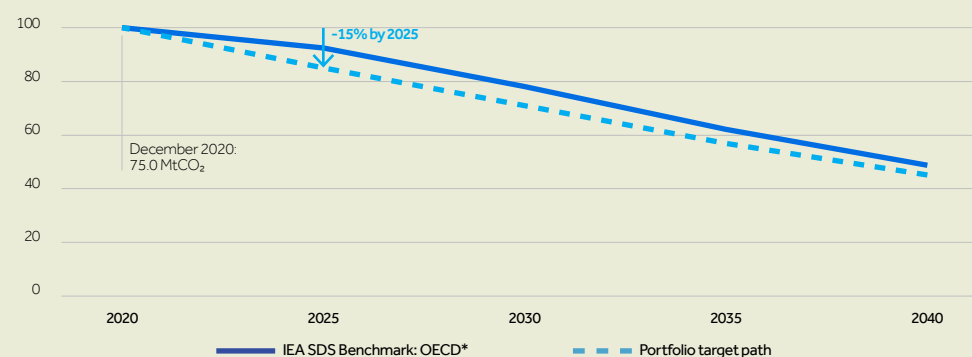
### Note

<sup>1</sup> Targets are from a baseline of 12 months to 31 December 2020: Power emissions intensity – 321 KgCO<sub>2</sub>/MWh; Energy absolute emissions – 75.0 MtCO<sub>2</sub>.

## Our clients' activity

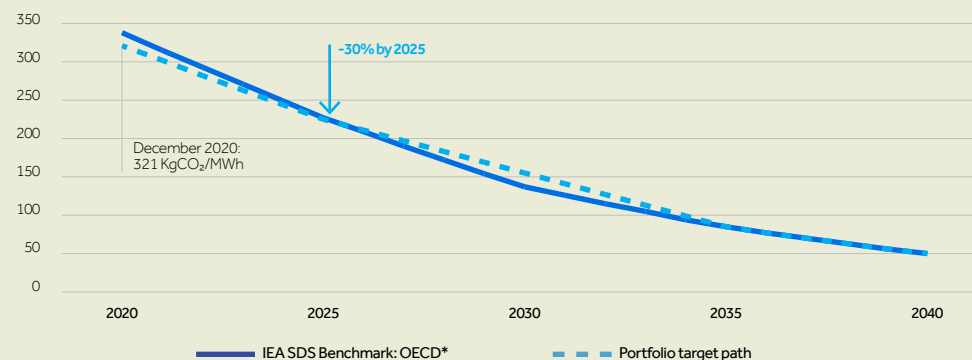
### Financed emissions – Energy

Absolute Emissions MtCO<sub>2</sub> (Indexed 2020 = 100)



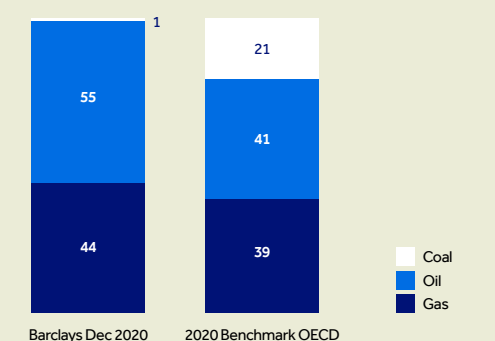
### Financed emissions – Power

Emissions Intensity KgCO<sub>2</sub>/MWh



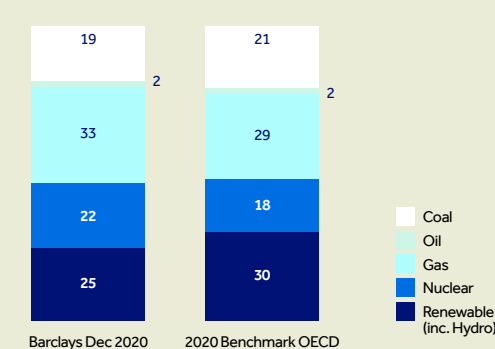
### Fuel mix – Energy

%



### Fuel mix – Power

%



Our methodology and the data on which it draws are continuously improving; any changes to metrics as a result of methodology changes or new information that lead to materially different outcomes may result in metrics being restated. As company disclosures continue to improve, we are hopeful that this data will become sufficiently robust to play a much greater role in the calculation of BlueTrack™ metrics.

\*<https://www.iea.org/rwepoports/world-energy-outlook-2019>



## Our net zero ambition continued

### A partnership to protect the ocean

The ocean supports the health and resilience of the climate and all life on our planet. Over half of the planet's oxygen comes from the ocean, and it is the largest carbon sink on earth; it has absorbed approximately 40% of carbon dioxide emissions since the beginning of the industrial era.

We are working in partnership with the Blue Marine Foundation (BLUE) to help them deliver their goal of ensuring that at least 30% of the global ocean is effectively protected and the other 70% sustainably managed by 2030.

BLUE is dedicated to creating marine reserves, restoring vital habitats and establishing models of sustainable fishing. We share their vision of a healthy ocean forever, for everyone.

Through a three-year, £5m partnership, Barclays is working with BLUE to advance conservation of the world's oceans.

### Climate disclosures

Barclays was a founding member of the Financial Stability Board's Taskforce on Climate-related Financial Disclosures. We have significantly increased our disclosures across each of the four overall TCFD categories as well as the 11 underlying recommendations, including specific guidance for banks.



For more information see the Barclays PLC Climate-related Financial Disclosures 2020 at [home.barclays/esg](https://home.barclays/esg)

### Policy positions

Barclays has a series of policy positions on ESG matters, including climate change, human rights, and governance related statements on our Code of Conduct, data protection, financial crime, resilience and tax.



For more information see: [home.barclays/society/esg-resource-hub/statements-and-policy-positions/](https://home.barclays/society/esg-resource-hub/statements-and-policy-positions/)

### Sustainable Finance Framework

We commissioned Sustainalytics, a global provider of ESG and corporate governance research, ratings and analytics, to help develop our Sustainable Finance Framework. It provides a process for Barclays to identify positive environmental and social transactions across the organisation, and to track their associated financing volumes.



The Barclays Sustainable Finance Framework is available at: [home.barclays/esg](https://home.barclays/esg)

## Supporting society during COVID-19

We are committed to helping our customers, clients, colleagues, and the wider community deal with the unprecedented social and economic crisis caused by COVID-19.

### At a glance Highlights of our support for customers and clients during the COVID-19 pandemic

UK overdraft and interest fees  
waived

£100m

Payment holidays

680k

UK Government support  
measures

£27bn

Mobilised capital for small business,  
large corporates and institutional  
clients

COVID-19 Community Aid  
Package

£100m

### Supporting the economy and our society

The health and economic impacts of COVID-19 continue to have significant implications for Barclays, our customers and clients, and the economies and societies we serve. The global economy has experienced unprecedented fluctuations in activity levels over the last 12 months, and GDP in many of our key markets is still well below pre-pandemic levels. The implications for wider society, and the way we live and interact, have also been dramatic and will continue to be for some time.

From the early stages of the pandemic's growth, Barclays identified three clear priorities in order to be able to support our stakeholders during a time of such challenge. The first was the preservation of the financial integrity of the bank in order to maximise our ability to support the economy and society through the way we deploy finance. The second was to look for opportunities to take specific steps to ease financial pressure on our customers and clients. The third was to embrace and support our colleagues within our company, recognising the challenges our people were facing in both a professional and personal capacity.

### Finance when it matters most

Over the last 12 months, we are extremely proud of the support we have been able to provide to our customers and clients.

We took significant steps to relieve financial pressure for our retail customers, acting quickly and effectively at a time of maximum need. Over the course of the year, we waived £100m of fees and interest charges and granted over 680,000 payment holidays. Over 650 of our branches (80% of the total estate) remained open throughout the pandemic and over 250 staff received additional training to answer calls from customers

experiencing financial difficulty. Barclays Financial Assistance (BFA) helped an additional 300,000 customers this year. With frontline workers in mind, we also extended call centre priority to NHS workers so they were able to deal with any banking issues as quickly as possible.

Throughout the pandemic, we played a key role in the facilitation and delivery of the UK Government's business support schemes, designing and executing a digital application system within days, despite facing significant operational challenges, and approving finance to businesses in need rapidly.

Over the course of the lifetime of the major UK Government schemes, we lent £10bn to British businesses under the Bounce Back Loan Scheme (BBLs) and £2.4bn under the Coronavirus Business Interruption Loan Scheme (CBILS). In addition, our Corporate Bank helped clients raise funding in excess of £13.7bn under the Coronavirus Large Business Interruption Scheme (CLBILS) and the Covid Corporate Financing Facility (CCFF).

Across our businesses around the world we helped clients strengthen their balance sheets, raise capital, manage risk, and navigate significant market volatility, facilitating nearly £2tn worth of capital markets activity across the globe. Our Investment Bank acted as a critical market-maker and liquidity provider to institutions across the globe, playing a pivotal role in allowing them to manage risk during a time of unprecedented disruption. We also helped some of the world's largest governments, corporations and public institutions issue debt in order to help them manage the strain that the pandemic placed on their operating environments. All told, we helped our corporate clients



*Over the course of the year,  
we waived £100m of fees and  
interest charges and granted  
680,000 payment holidays to  
support our customers.*

raise over £1,661bn and governments over £358bn of capital in 2020.

We are committed to helping customers and clients rebuild in 2021 and, where required, adapt to new trends that may arise in the coming years such as long-term implications for population centres or global supply chains. While vaccine development and roll-out continues to progress, we are optimistic about the opportunities that will exist for Barclays and for our customers and clients in a recovery environment.

### Colleague contribution

Throughout the pandemic, Barclays' colleagues around the world have been working hard to keep things running. Many were designated as frontline or critical workers in the countries in which they work. At all times, we have worked tirelessly to prioritise each other's safety and wellbeing, as well as to taking all necessary steps to slow the spread of the virus.

## Supporting society during COVID-19 continued

We put in place a set of global principles to ensure we were doing as much as possible to support our people. This included instigation of new working patterns, digital tools and technology. We also helped colleagues cope with some of the personal challenges the pandemic created, including offering paid leave to support self-quarantine, sickness or care for dependants, financial help with childcare and advice made available to help protect physical and mental health. Through our colleague surveys, we have also regularly checked in with our people to better understand the impact that working through the pandemic has had.

In March last year, we executed a major workforce transformation, migrating some 70,000 colleagues to remote working in a matter of days, while at the same time setting up physical trading floors at designated emergency sites around the world to ensure uninterrupted service for our Investment Bank clients.

Barclays continues to believe that people working together in the same physical location reinforces our culture and helps with collaboration and inspiration. Where possible, and in line with local government guidance, we have instigated gradual returns to office in certain parts of the business and in certain parts of the world. In time, with the safety and wellbeing of colleagues as our first priority, we envisage more people will return to on-site working. In advance of this, we have already put in place additional measures to ensure we are COVID-secure, including risk assessments at our sites and Return to Office Crews to support social distancing and minimise risks.

Over the last 12 months, we have learnt an enormous amount about the benefits and challenges of working more flexibly. In response to the challenge of COVID-19, we improved the effectiveness and regularity of our Here to Listen colleague surveys and, based on the feedback we have received, were encouraged overall by our ability to work remotely in many more roles than we had previously thought possible. Our colleagues told us that they have enjoyed having more flexibility in their lives, with 78% saying they are able to balance personal and work demands and 76% saying there is effective collaboration between teams.

Ultimately, we want these findings, as well as other insights gathered over the year, to inform our ambitions for future ways of working.

### Supporting our communities

In response to the unprecedented social and economic crisis caused by the pandemic around the world, Barclays launched a £100m COVID-19 Community Aid Package to provide support to people impacted in the communities where we live and work.

### Barclays COVID-19 Community Aid Package

In April 2020, Barclays established a £100m COVID-19 Community Aid Package to support communities impacted by the social and economic crisis caused by the pandemic.

The support consists of two components: donations to charity partners around the world to support vulnerable people impacted by the crisis; and a commitment to match colleagues' personal donations and active fundraising efforts for their chosen charities supporting COVID-19 relief.

The donations have been deployed through partnerships with trusted charities who are able to have a direct and immediate impact on the communities in which we operate.

#### Highlights:\*

- £100m committed, supporting more than 250 charities globally
- 5k+ colleagues have donated or raised money to support people in 17 countries
- 9m+ meals provided to vulnerable communities across the US through our partnership with Feeding America
- 65,000+ hygiene kits distributed to people across Asia Pacific
- 13+ UK NHS hospitals supported to meet the immediate and urgent needs of patients, staff and volunteers

\* Data provided by Barclays Charity Partners.



Making a difference for our customers and clients

## Trusted support when I needed it

We are a business at the heart of the local community, with fully-booked salons and a flourishing training academy. The challenges of lockdowns have created new opportunities for me to act quickly to protect the future of our skilled stylists and to support my customers.

Clients were contacting me for haircare advice, all desperate to get hold of their usual products, so I knew the time was right to launch our online store and offer virtual expertise. It was essential for me to create an excellent service and my strong relationship with Barclays was key to that.

The team understands my business. From helping me apply for a BBLS loan, to setting up a secure payment system for my customers' online purchases, they have remained perfectly placed to respond quickly as my business has adapted.

Launching our digital salon opened my eyes to how big the online world is. For us, it's opened up a whole world of opportunity for our retail and training aspirations.



*The Barclays team understands my business and quickly responds to new opportunities.*

**Marcello Moccia**  
Owner, Room 97 Creative Hairdressing  
Wakefield





# Focus areas

The five areas of our approach to environmental, social and governance issues, giving us a clear framework for action.



# 1. Supporting a sustainable and inclusive economy

■ Social and environmental financing	23
■ Delivering solutions across our business	25
■ Accessible retail products and services	28



## Supporting a sustainable and inclusive economy

In 2020, we updated our Sustainable Finance Framework, which sets out our approach to classifying financing as sustainable, to ensure it is in line with latest peer and industry practice.

# Social and environmental financing

### Sustainable financing

We welcome and encourage greater global harmonisation in the way this financing is defined, and are working towards this goal with other financial institutions and stakeholders.

Barclays is committed to two targets for financing under our Framework: £150bn of social and environmental financing from 2018 to 2025, and £100bn of green financing from 2018 to 2030.

We facilitated a total of £60.9bn in total social, environmental and sustainability-linked financing in 2020, up 75% from £34.8bn in 2019.

On a cumulative basis since 2018, we have facilitated £124.2bn against our £150bn social and environmental financing commitment.

We have also accelerated delivery against our £100bn green financing commitment, which is comprised of green labelled and wider green use of proceeds financing, as well as sustainability-linked financing that incorporates environmental performance targets. The green labelled and wider green use of proceeds financing included here makes up the environmental financing against our £150bn commitment.

With a total of £32.4bn delivered against this target to date, we have seen an increase in momentum across all our businesses, products and geographies.

### Social financing

Raising financing for supranational, national and regional development institutions was a key driver of the £41.2bn in social financing facilitated in 2020, up 72% from £23.9bn in 2019. Issuers continued to access the capital markets during 2020 with increased growth in both labelled social bonds and other COVID-related

issuance. In addition, we saw increased activity in municipal bonds with an underlying social use of proceeds in the United States, and we continued to provide lending and capital markets solutions for social housing, education and other social infrastructure in the UK.

### Environmental financing

Our environmental financing grew by 90% to £14.8bn in 2020 (2019: £7.8bn), and since 2018 we have facilitated £27.9bn. Green bonds continue to be a significant proportion of total financing by product, but we have also seen growth in loans and equity financing. Over time, we expect to see continued issuer and investor demand for further innovation in the range of products and financing solutions.



**For more information about how Barclays is accelerating the transition to a net zero economy, including our £100bn green financing commitment, see pages 14-17.**

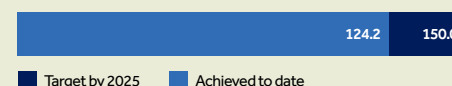
### Sustainability-linked financing

In addition to dedicated 'use of proceeds' transactions, where financing is allocated to specific eligible green, social or sustainable activities, projects or assets, sustainability-linked transactions are based on linking the pricing mechanism to performance targets. These metrics and targets can be either green, social, a composite or reference an ESG rating or score.

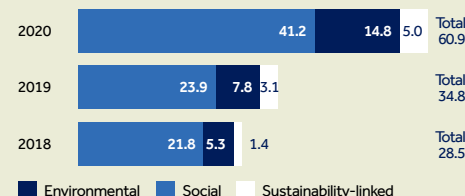
Total sustainability-linked financing increased by 61% to £5bn in 2020 (2019: £3.1bn). In addition to the existing sustainability-linked loan market, sustainability linked bonds started to emerge following the publication of the ICMA Sustainability Linked Bond Principles in June 2020 and we expect this segment to expand significantly in 2021.

## Sustainable finance – cumulative performance against commitments (2018 to 2020)

### £150bn Social and environmental financing by 2025 £bn

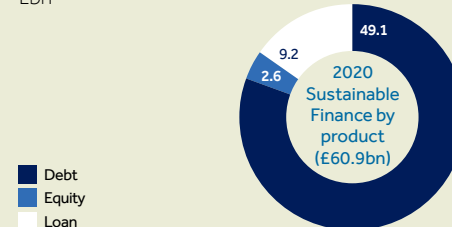


### Social, environmental and sustainability-linked financing facilitated £bn



<sup>Δ</sup> 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

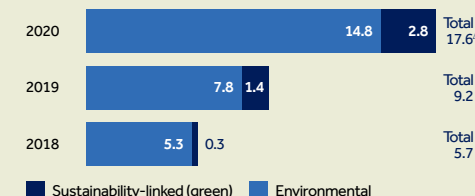
### By Product £bn



### £100bn Green financing by 2030 £bn



### Green financing facilitated £bn



<sup>Δ</sup> 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

### By Region £bn



## Supporting a sustainable and inclusive economy

### Social and environmental financing continued

#### Social and environmental financing methodology

Our financing volume is tracked and screened using Barclays' Sustainable Finance Framework which provides clear social and environmental inclusion criteria to track and categorise financing volumes, including both labelled green and social transactions and a wider use of proceeds analysis against eligible social and environmental themes. In 2020, we conducted a comprehensive update of the Framework in collaboration with Sustainalytics, a global provider of ESG and corporate governance research, ratings and analytics. Updates to the eligibility criteria, product scope and accounting basis have been made to ensure alignment with latest market practice. The Sustainable Finance Framework will continue to evolve with the sustainable finance landscape and may lead to restatements in future periods. We are conservative and transparent in our assumptions, and have significantly enhanced transparency in our Sustainable Finance Framework including further detail on product scope and the accounting methodology used to attribute Barclays' share of transactions.

It should be noted that the methodology applied is reliant on a range of data sources including Dealogic and Bloomberg transaction listings and league tables, as well as other third party data sources including company disclosures to aid the classification of financing into eligible social and environmental categories. It is recognised that the quality of the data relied upon is not yet of the same standard as more traditional financial metrics and presents an inherent limitation to the performance reported.

We will continue to review available data sources and enhance our methodology and processes to improve the robustness of the performance disclosed.



Find out more about our Sustainable Finance Framework at [home.barclays/esg](https://home.barclays/esg)

#### How our financing supports the Sustainable Development Goals

Barclays recognises the Sustainable Development Goals (SDGs) as a set of shared global priorities to be achieved by 2030.

The 2030 Agenda was adopted by all United Nations Member States in 2015 and is based on a set of 17 interconnected Goals, with 169 defined indicators. These relate to positive human, societal and environmental factors, and are to be reached through committed engagement and multilateral collaboration.

We believe it is important for business, governments, society and other stakeholders to work together to make the 2030 Agenda a reality. Barclays is committed to playing its part, and working in partnership with our stakeholders to support the delivery of the goals.

Our social and environmental financing covers supranational and regional development agencies, as well as businesses from all sectors. It generates positive social and environmental contributions through financing of healthcare systems, universities, social housing authorities, and green infrastructure

projects. Financing of these activities in turn supports progress on the SDGs.

In 2019, we published an initial assessment of how our social and environmental financing supported individual SDG goals. As part of a more comprehensive update of our Sustainable Finance Framework conducted since, we have updated our Framework and process to more accurately capture information on the SDGs supported through an analysis of the underlying SDG targets.

As better information becomes available, we will refine our methodologies in order to provide more granular insights. Looking beyond our social and environmental financing, we have also conducted a pilot impact analysis using the UNPRBs Portfolio Impact Analysis Tool for Banks.



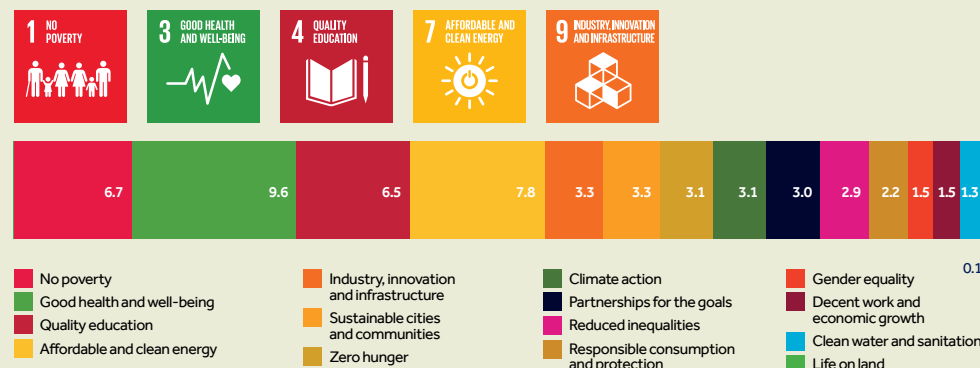
Further details on our Principles for Responsible Banking reporting can be found on pages 78-86.



Beyond our financing activities our community programmes and partnerships contribute to Goal 8. For more information see pages 66-72.

#### Illustrative SDG breakdown of 2020 social and environmental financing

£bn



## Supporting a sustainable and inclusive economy

We are expanding our sustainable finance offering through our specialist teams and integrating sustainability across our wider service offering.

# Delivering solutions across our businesses

### Corporate and Investment Bank

We are blending the existing expertise and relationships in our coverage groups with new, specialised teams focused on sustainable finance growth areas, providing enhanced and integrated solutions for our clients.

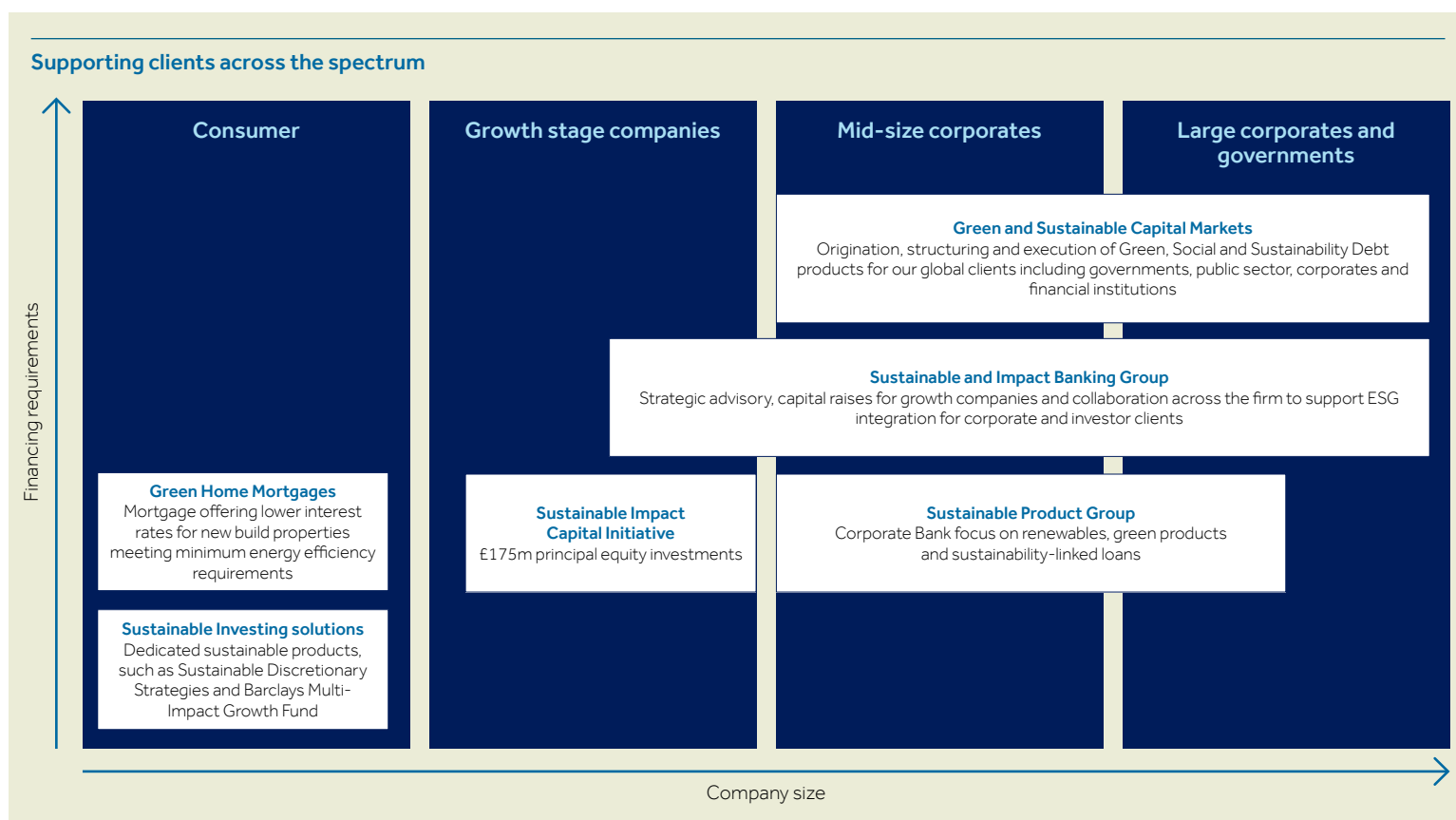
Barclays supports the renewable energy and clean technology sector, offering strategic advice, and facilitating access to finance for renewables including wind and solar, energy storage solutions and other innovations that will support the transition. We also continue to enhance our focus on the development of green product structuring capabilities in the capital markets, including green bonds and sustainability-linked financing instruments, such as revolving credit facilities.

### Green and Sustainable Capital Markets

The team is focused on underwriting Green and Sustainability Bond issuance across sectors and geographies for corporate, financial institution and sovereign clients. Established in 2019, the team has continued to execute a range of landmark green, social and sustainability bonds.

### Sustainable and Impact Banking

SIB integrates with existing Investment Banking sector coverage teams and includes a specific focus on businesses addressing climate change across four key verticals: alternative energy technologies, circular economy, food and agriculture, and water.



# Supporting a sustainable and inclusive economy

## Delivering solutions across our businesses continued

### Corporate Bank Sustainable Product Group

We have continued to build our product range for Corporate Banking clients, including green loans, green trade loans, green innovation loans, green asset finance and project finance capabilities to support clients that may not be able to access the capital markets. The Sustainable Product Group was created in 2020 to focus on the development and execution for green and sustainable banking products and solutions and enhance collaboration with other teams in the Corporate and Investment Bank and wider Barclays Group.

### ESG across our Research teams

As organisations and investors seek to understand the climate challenge and how they should respond, our Research teams are providing the expertise and insights to help navigate the green transition.

Topics covered by the team include identifying global thematic trends that could shape the business

environment over the coming five to ten years, and multi-dimensional analysis of where companies sit on the spectrum of ESG performance and whether markets are incorporating ESG attributes in security pricing.

The team is also developing evidence-based empirical analysis of the market relationships between ESG ratings of issuers and the performance and valuation of their debt and equity securities.

### Responsible investing

Across all of our investment management areas, including Barclays Investment Services Limited (BISL) and Barclays Asset Management Limited (BAML) in Barclays UK and the Private Bank in Barclays International, we endeavour to operate as responsible investors.

### Private Bank

We are committed to seeking the best possible risk-adjusted returns for our clients, and believe that responsible investment, including environmental, social and governance (ESG) considerations, should be integrated into our investment processes.

We seek to incorporate any foreseeable risks and opportunities that arise from material ESG factors across all our investment offerings.

The Private Bank launched a Responsible Investing Forum in 2020, with the objective of embedding ESG integration approaches in investment products, and enabling consideration of key ESG topics.

We offer a variety of investment options for clients who want to express their ethical views, to make social or environmental focused investments, or to intentionally seek a specific societal outcome alongside their financial returns.

Our Sustainable Discretionary Strategies combine baseline screens, including exclusion of investments in the fossil fuel industry, ESG integration, and positive selection for companies supporting the United Nations' Sustainable Development Goals. The strategy continued to gain momentum with clients and won the 'Best ESG Investment Fund: Multi Asset' at the 2020 ESG Investing Awards.

### Sustainable Impact Capital Initiative

Our Sustainable Impact Capital Initiative will invest £175m of equity capital in sustainability-focused start-ups, helping to accelerate our clients' transition to a net zero future. We hope these investments will advance innovative carbon-efficient technologies and supply-chains, and help to develop viable markets for carbon capture and sequestration. Through the initiative, we aim to fill growth stage funding gaps and help accelerate and scale catalytic and strategic solutions to environmental challenges.

#### £175m Sustainable Impact Capital Initiative (2020-2025)

£m



### Green bond portfolio

#### Treasury initiatives Green bond portfolio

We remain wholly committed to the green bond market, both as an investor and as an issuer.

As an investor, we have continued to expand our Green Bond portfolio across 29 investment grade issuers. In 2020, we have seen a lower volume of new bond issuance in Q2, limiting investment opportunities during this period. However, in the third quarter, we saw notable new issuances in the sovereign sector, with debut bonds from the governments of Sweden and Germany, both of which we invested into.

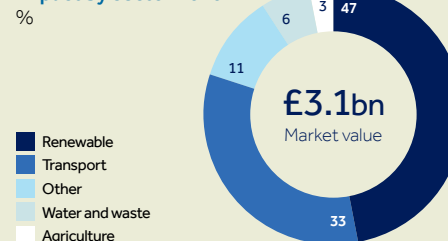
Barclays has undertaken thorough reviews to establish the social and environmental credentials of the proposed investment portfolio, including engaging with the issuers and also the leading NGO in this area, Climate Bonds Initiative.

Based on issuer reporting, we estimate that our green bond investment portfolio helps avoid 2.4 tonnes of CO<sub>2</sub> per annum. In 2020, 82% of the portfolio related to climate change mitigation, and 18% to adaption measures.

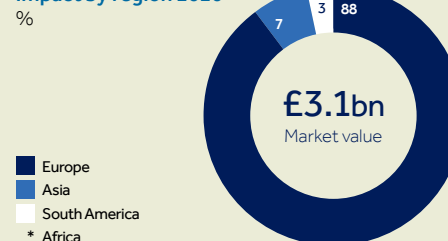


Further information can be found in the second annual Green Bond Investor Report, available at: [home.barclays/investorrelations/fix-incomeinvestors/funding-and-liquidity/green-bonds](https://home.barclays/investorrelations/fix-incomeinvestors/funding-and-liquidity/green-bonds)

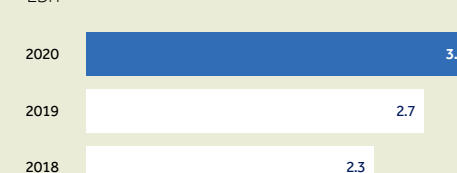
#### Green bond portfolio Impact by sector 2020



#### Green bond portfolio Impact by region 2020



#### Green bond portfolio size by year





# Supporting a sustainable and inclusive economy

## Delivering solutions across our businesses continued

### Wealth Management

Wealth Management has taken an increasing number of steps over recent years to make sure that responsible investing is embedded across our discretionary portfolio and fund investment solutions. Every active investment manager that we research is assessed for its ESG credentials. Examples of the areas that we assess include how ESG is incorporated by the fund management group concerned, how ESG risks and opportunities are considered in their investment process and what personnel are focused on this area. Additionally, we will study the underlying companies that the external funds invest in to ensure they reflect what we understand from the people and the process. Ultimately we award an ESG rating for every fund that we recommend or invest in. As a result of these steps and more, Barclays Asset Management Limited which serves as our signatory to the UN supported Principles for Responsible Investment (PRI) for the last three years, has achieved an 'A' score for investment modules in our last annual submission. We also support the aims of other ownership commitments, such as the UK Stewardship Code, to be active and engage on behalf of our clients.

While the measures above are applied across all of our investment solutions, for those clients seeking a product that targets positive environmental and social outcomes, we manage and offer a retail fund called the Barclays Multi-Impact Growth Fund. This award-winning fund has had a positive track record for over three years. It brings together a range of external funds, in both equities and bonds, each of which focuses upon holding companies that have a positive impact on either the environment or society.

### Retail Banking

Barclays was the first mainstream UK bank to launch a 'green mortgage' in 2018, and we're continuing to expand our proposition. Our small business customers can already take advantage of a green loan, to help fund green energy and sustainable projects.

We're also actively engaging with our retail customers to understand what they want from green products and how we can help them make their banking greener.

### Green bond issuance

In October 2020, Barclays issued its second Green Bond, which raised £400m to further supporting climate-related products and initiatives.

The funds raised have been allocated towards the financing and/or refinancing of mortgages on energy efficient residential/buy to let properties in England and Wales originated within the last three years. As at 31 December 2020, 79% of the funds raised have been allocated to refinance Barclays Green Home Mortgages, which are offered to customers at a discount provided their new-build property meets certain energy efficiency thresholds.

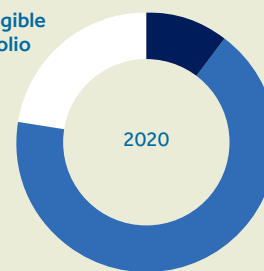
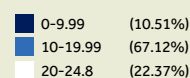
The issuance builds on the €500m green bond issued by Barclays in 2017, for which the proceeds also were allocated to finance and/or refinance Barclays' residential mortgages on properties which are within the top 15% of lowest carbon intensive properties in England and Wales.

Barclays has also expanded its Green Bond Framework to include various other asset classes beyond green mortgages in line with our green commitment.

#### Green Bond 2017

As at 31 December 2020, our 2017 Green Bond pool contained 1,779 mortgage loans for properties with a nominal value of £442.3m. The average carbon intensity for Barclays' allocated Eligible Mortgage Asset (EMA) portfolio is 15.6kg/CO<sub>2</sub>/m<sup>2</sup>, almost 67% lower than the EPC dataset average of 47.63kg/CO<sub>2</sub>/m<sup>2</sup>. The portfolio generates an annual carbon saving of 6,931.45 tonnes CO<sub>2</sub> or 13.86 tonnes of CO<sub>2</sub> emissions for every €1m of bond proceeds allocated.

**Carbon intensity of Eligible Mortgage Asset portfolio Green Bond 2017**  
kg/CO<sub>2</sub>/m<sup>2</sup>/year



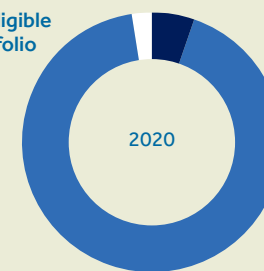
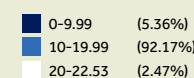
#### Geographical distribution of Eligible Mortgage Asset portfolio Green Bond 2017

Region	Distribution
East Anglia	8.04%
East Midlands	3.36%
Eastern England	1.52%
Greater London	38.33%
North	2.06%
North East	0.09%
North West	2.73%
South East	32.25%
South West	4.86%
Wales	0.93%
West Midlands	3.25%
Yorkshire and Humberside	2.58%

#### Green Bond 2020

As at 31 December 2020, our Green Bond pool contained 1,698 mortgage loans for residential properties with a nominal value of £400.2m (of which £318m are Barclays Green Home Mortgages). The average carbon intensity for Barclays' allocated Eligible Mortgage Asset (EMA) portfolio is 14.50kg/CO<sub>2</sub>/m<sup>2</sup>, almost 70% lower than the EPC dataset average of 47.63kg/CO<sub>2</sub>/m<sup>2</sup>. The portfolio generates an annual carbon saving of 6,281 tonnes CO<sub>2</sub> or 15.7 tonnes of CO<sub>2</sub> emissions for every €1m of bond proceeds allocated.

**Carbon intensity of Eligible Mortgage Asset portfolio Green Bond 2020**  
kg/CO<sub>2</sub>/m<sup>2</sup>/year



#### Geographical distribution of Eligible Mortgage Asset portfolio Green Bond 2020

Region	Distribution
East Midlands	7.01%
Eastern England	13.90%
Greater London	5.07%
North East	5.71%
North West	9.13%
South East	26.62%
South West	13.96%
Wales	1.47%
West Midlands	4.77%
Yorkshire and Humberside	12.37%

## Supporting a sustainable and inclusive economy

We believe that banking should work for everyone and that we have a pivotal role to play in society.

# Accessible retail products and services

We are building relationships where we understand our customers and clients' aspirations, and developing the products and services that meet their needs.

### Access to banking

The banking services we provide and the manner in which they are delivered continue to evolve, driven by the changing needs of our customers. How we bank today is unrecognisable from 50 years ago. Customers are demanding more convenient, simpler ways to bank that fit their lives. We are delivering these solutions at pace.

As a part of these changes, it isn't just the number – but the role – of the physical branch that is evolving, from somewhere where large numbers of transactions happen behind a counter, to a space where specialist financial conversations can take place comfortably.

We want customers who rely on cash – in particular, more vulnerable customers – to still be able to access it and get the support they need from colleagues who are there to help them. Alongside this, investment in technology has allowed Barclays customers to have access to digital tools and products whenever they need them.

This ongoing change in behaviour means that as the number of brick and mortar branches has come down over time, we are also investing in new, more flexible ways of serving customers better in the long run. These include temporary and flexible banking pop-ups in community spaces, libraries and companies, and the introduction of mobile banking vans. These investments will transform everyday banking by making it easier and more convenient.

Working alongside the local community, we can do things like maintaining ATMs where they're needed, and helping customers to switch to digital banking where they want to. With others, we're looking at sharing existing buildings and services where we need to. Working with LINK, we are part of a group which has committed to replace critical ATMs if they are at risk. We are also investigating ways to help retailers supply cashback without purchases, ensuring cash stays in circulation in a local area.

Today we have 11 million digitally active customers. However, there is still a big role for branches to play. That is why we launched a series of pilots in branches in communities around the country, to engage local people in those areas, and to understand how we can make the branch in their town or village work better for them.

We are investing in more training for our colleagues and enhancing skills, so they are better able to serve customers in ways that meet their needs today. Our long-term ambition is that the first person you speak to at Barclays will be able to resolve any query you have, as well as being based in your region of the UK whichever way you choose to contact us.

We're committed and inspired to make the decisions that will transform and improve everyday banking for every customer in the UK.

### Basic Current Account

Since 2015 we have been offering our Basic Current Account, which meets HM Treasury's Memorandum of Understanding on basic bank accounts. There were 614,000 Barclays Basic Accounts open at the end of 2020. Our Basic Current Accounts are available to anyone who does not already have a bank account or who is not eligible for a standard account. It includes over the counter services, access to ATMs, and digital banking and free text alerts to manage finances.

Access to a transactional bank account enables consumers to benefit from bill reductions paid by Direct Debit and access to cheaper goods and services on the internet, which goes some way towards alleviating the poverty premium. If their circumstances change, customers on the Basic Current Account are able to apply for a standard Barclays Bank Current Account at any time.

### Community Account

We also provide free banking to over 130,000 small not-for-profit organisations through our Community Accounts, including sports and community clubs, religious groups, and local charities.

## Making banking accessible

### Number of Basic Current Accounts

2020	614,000
2019*	577,365
2018	725,000

\* 200,000 accounts upgraded to standard current accounts in 2019.

## Supporting a sustainable and inclusive economy

### Accessible retail products and services continued

#### Barclays mortgages and first-time buyers

In 2020, we helped over 25,000 first-time buyers onto the home-ownership ladder and significantly more homeowners to make their next move. In 2020, we helped over 103,000 customers take out a mortgage or further borrowing on their property, 24% of whom were first-time buyers.

Our Family Springboard Mortgage allows homebuyers to secure a mortgage with the help of family or friends, while allowing the 'helper' to earn interest at the same time. Homebuyers can obtain a mortgage with only a small deposit or even no deposit. This helps them buy their property sooner than they would otherwise be able to, provided that their helper (typically parents) deposit 10% of the property purchase price in a Helpful Start account for five years. Subsequently the funds are released back to the helper.

#### Fraud and scams

To help keep our customers safe, we've invested millions of pounds in multi-layered security systems that protect against frauds and scams. We are committed to fighting financial crime and prevent thousands of attempted fraudulent transactions every day.

As part of this, earlier this year we implemented a new technology called 'Confirmation of Payee' (CoP). This is an account name checking service that helps to make sure payments aren't sent to the wrong bank or building society account, helping to prevent fraudulent or scam payments. In addition, we are part of the 'Do not originate' scheme, created in partnership with the telecommunications industry, UK Finance and Ofcom, to prevent our most common in-bound helpline phone numbers from being used in a scam. Participating telephone companies are provided with phone numbers that we use only for in-bound customer calls and never for out-bound. These numbers are then blocked should the telephone companies see them being spoofed by fraudsters. We are passionate about protecting our customers from

fraudsters, so when the opportunity to contribute to this scheme came up we were keen to take part.

More generally, Barclays recognises the importance of there being a comprehensive approach to tackling the increasingly common and sophisticated scams which can cause significant financial and non-financial detriment to consumers. We were therefore pleased to have been able to play an important role in the creation of the CRM (Contingent Reimbursement Model) Code, which is a material step forward in helping to protect customers and reimburse those who have been victims of this criminal activity.

The new Code sets out increased consumer protection standards which will help reduce the number of APP (Authorised Push Payments) scams. To help protect customers, payment service providers (such as banks, building societies, credit unions, and electronic money and payments institutions) that have signed up to the Code commit to:

- protecting their customers with procedures to detect, prevent and respond to APP scams, providing a greater level of protection for customers considered to be vulnerable to this type of fraud, and
- greater prevention of accounts being used to launder the proceeds of APP scams, including procedures to prevent, detect and respond to the receipt of funds from this type of fraud.

Importantly, any customer of a Payment Service Provider (PSP) which is signed up to the Code can expect to be reimbursed where they were not to blame for the success of a scam. A customer can be either a consumer, micro-enterprise or charity, as defined in the Code.



*Barclays has played an important role in the creation of the CRM Code which helps protect customers and reimburse those who have been victims of criminal activity.*

But we recognise that the CRM Code is only one, albeit key, step in combating fraud and scams, and that in order to stop scams at source, greater collaboration between the financial services, telecommunications, online commerce, social media, dating and other sectors is required. We are therefore pleased to be a founding member of 'Stop Scams UK', a collaboration between the financial services and telecommunications sector that looks to share best practice and develop collaborative responses to combatting fraud and scams. Over time we hope that other sectors will join this venture, and help to build stronger defences against perpetrators of these scams.

## Supporting a sustainable and inclusive economy

### Accessible retail products and services continued



#### Social Innovation Facility

The Barclays Social Innovation Facility (SIF) is an internal initiative that incubates ideas for financial products and services which seek to address specific environmental or social challenges in a commercial way.

##### Impact Agora case study

SIF has provided funding and support to Impact Agora, an institutional impact investing platform and ecosystem, that successfully went live in April 2020.

The early-stage impact venture market is a critical one for the industry's success. However, current capital allocation mechanisms are sub-scale, inefficient and fragmented. Impact Agora is helping to solve this problem by convening a wider community of institutions, and enabling them with shared technology infrastructure, to make it easier for the right investors and opportunities to find each other.

Ventures supported since 2015

29

Impact Agora has quickly achieved traction with the impact investing community and beyond. As of 31 December 2020, it had recorded 38 opportunities worth £1.4bn in aggregate and 83 members ranging from family offices, fund managers, accelerators, angel networks, corporations, and impact advisors.

"We heard again and again and again the same complaint, which is capital saying it can't find deals and deals saying they can't find capital, and so we are incredibly supportive of any effort like Impact Agora that connects the two" – CEO, impact investing convening organisation.

Products launched since 2015

9

#### Digital accessibility

We continue to improve the experience for all our customers, including those with disabilities or access needs. Our main digital channels, including mobile banking apps and websites, have been or are being accredited for accessibility by AbilityNet, a leading UK accessibility charity.

As a consequence of COVID-19, millions more customers use our online and mobile banking channels and take advantage of the accessible features. These include paying in cheques through our mobile banking app or the live chat or video banking features to connect with a Barclays colleague. We've also created simpler guides for those new to digital banking.

We're committed to delivering digital services and workplace tools that promote disability inclusion and meet accessibility requirements set out in the Web Content Accessibility Guidelines (WCAG) 2.1 A level. To help encourage and educate our suppliers, partners and corporate clients we've published a supplier guide to accessibility on this increasingly important topic.

#### Financial inclusion in our US consumer business

The Community Reinvestment Act (CRA) is a United States federal law designed to encourage commercial banks and savings associations to help meet the needs of borrowers in all segments of their communities, including low- and moderate-income neighbourhoods. Congress passed the Act in 1977 to reduce discriminatory credit practices against low-income neighbourhoods, a practice known as red-lining.

The Act instructs the appropriate federal financial supervisory agencies to encourage regulated financial institutions to help meet the credit needs of the local communities in which they are chartered, consistent with safe and sound operation (Section 802).

To enforce the statute, federal regulatory agencies examine banking institutions for CRA compliance, and take this information into consideration when approving applications for new bank branches or for mergers or acquisitions (Section 804).

Barclays meets the CRA requirement by supporting and investing in local small businesses and non-profits. The success of the small businesses and non-profits are key to a thriving community.

“

*The early-stage impact venture market is a critical one for the industry's success as well as our collective ability to address the urgent social and environmental challenges we face.*



## Making a difference for society

### LifeSkills added real, practical value

Many of our students are teenagers who are about to make the transition to further education or the job market. It's an important stage, and ensuring they are fully prepared can make a real difference to their futures.

We have a solid careers curriculum, but when Barclays approached us last year and offered to share their LifeSkills programme, we were delighted to be getting extra support. Together we created a series of lessons that help them feel more confident about the kinds of things they will soon be doing – whether that's coming across well in an interview, or knowing how to open up their first bank account.

The pupils find it all really practical and engaging – you know when a lesson is good when the kids ask for a bit more time at the end! Now we include the content as part of our regular lessons, and it continues to prove extremely valuable.

//

*We created a series of lessons with Barclays that added engaging and practical content for pupils.*

**Simon Gallacher**  
Principal Teacher, Park School  
Kilmarnock



## 2. Managing environmental and social impacts

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■ Managing our supply chain	36
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## Managing environmental and social impacts

As one of the world's largest financial services institutions we are linked to customers and clients across a wide range of sectors and geographies, including those that have the potential to cause or contribute to significant adverse impacts on people and the environment.

# Managing impacts in lending and financing

We recognise that we have a responsibility to proactively identify and address the adverse impacts that we may be linked to through the provision of financial services to these customers and clients.

We believe that the integration of robust environmental and social risk management considerations in our assessment of customers and clients is not only the right thing to do, but also helps safeguard our reputation and ensures the longevity of our business. It also enhances our ability to serve our clients and support them in improving their sustainability practices and disclosures.

### Managing environmental and social risks

Management of the environmental and social risks associated with clients is governed as part of Barclays' reputation risk frameworks and processes. This includes the client and transaction review process, which is managed by the Group Sustainability and Reputation Risk teams, and which assesses the impacts of clients and transactions on the environment and society.

We have established position statements on sensitive sectors and activities that may present significant adverse impacts on people or the environment. These statements and corresponding internal procedural standards cover the following areas:

Forestry & Agricultural Commodities	Climate Change	Defence & Security	UNESCO World Heritage Sites & Ramsar Wetlands
<ul style="list-style-type: none"> <li>Forestry, Pulp and Paper</li> <li>Palm Oil</li> <li>Soy</li> </ul>	<ul style="list-style-type: none"> <li>Coal Mining</li> <li>Coal Power</li> <li>Oil Sands</li> <li>Fracking</li> <li>Arctic Oil and Gas</li> </ul>	<ul style="list-style-type: none"> <li>Military Equipment</li> <li>Security Providers</li> <li>Surveillance Technology</li> </ul>	

Our position statements are developed in consultation with NGOs, investors and technical specialists and are aligned with industry best practices, such as the International Finance Corporation (IFC) Performance Standards. We also participate in various industry forums that help inform these positions, such as the Banking Environment Initiative's Soft Commodities Compact in relation to our Forestry & Agricultural Commodities Statement.

The statements are underpinned by internal standards within the Enterprise Risk Management Framework (ERMF), which are a core part of client acceptance and transaction approval processes, where applicable.

### Environmental credit risks

Environmental risk is regarded as a mainstream credit risk issue and as such is considered in credit risk assessment. A dedicated Environmental Risk Management team within the central Enterprise Risk Management function is responsible for advising on the environmental and climate-related credit risks to Barclays associated with particular credit transactions. Environmental risks in credit are governed under the Client Assessment and Aggregation Policy, Environmental Risk Standard and Nuclear Industry Risk Standard. These standards are embedded within the overall Enterprise Risk Management Framework (ERMF).

Over the years the bank has also developed detailed industry-specific risk guidance notes covering more than 50 environmentally and socially sensitive activities across 10 different sectors to inform our approach. Sectors covered include, for example, Agriculture and Fisheries, Oil and Gas, Mining and Metals, and Utilities and Waste Management.

These briefing notes are available to colleagues in business development and credit risk functions across the organisation, outlining the nature of environmental and social risks of which to be aware, as well as the factors which mitigate those risks.

In 2020 with the appointment of the Barclays Head of Climate Risk, Environmental Risk now forms part of the Climate Risk team.



More information about environmental risks is available in the Barclays PLC Climate-related Financial Disclosures 2020 on pages 13-22.



# Managing environmental and social impacts

## Managing impacts in lending and financing continued

### Enhanced due diligence

Barclays' front office business teams are responsible for identifying client relationships and transactions that may present significant environmental and social risks. These may include broader considerations on human rights, labour practices and operations in sensitive geographies. These teams review client relationships and transactions that are in scope of our position statements and internal standards, as part of their due diligence. Where significant environmental and social risks are identified, or the client or transaction is in scope of our statements and standards, this will be referred to the Group Sustainability team to conduct enhanced due diligence and/or provide advice. This may include a review of the client's policies, performance and practices, as well as their commitments and capacity to manage any identified risks. We may also review independent third party reports and assessments, and engage with the client directly to better understand how these risks are managed. During the year we focused on augmenting our enhanced due diligence approach for clients in the energy sub sectors covered by our Climate Change Statement, such as thermal coal, oil sands, and hydraulic fracturing (commonly referred to as fracking). All in-scope clients in these subsectors are now required to complete a detailed due diligence questionnaire on an annual basis, which is used to evaluate their performance on a range of environmental and social issues, such as the use of tailings dams or community engagement approach, for example. This annual review generates a reputation risk rating (low, medium, high), which in turn determines whether further review and client engagement may be required. As we have undertaken the annual review process, we have evolved our approach to address certain parameters, such as when general corporate purposes conglomerate financing would require enhanced due diligence on business interests that touch these energy subsectors (in the case of oil sands and fracking, for example, we apply a 10% of Group revenue test, among other factors that we consider).

### Escalation and decision

Where client relationships or transactions are considered to be high risk following an enhanced due diligence review, they are then escalated to the appropriate business unit review committee. This year, we established a specific committee responsible for reviewing in-scope clients and transactions that contain significant reputation risk related to climate change. The Committee is co-chaired by a Co-President of Barclays Bank PLC and the Group Head of Public Policy and Corporate Responsibility, and its membership comprises designated members of the Group Executive Committee. Decisions may be informed by the extent to which we can work with the company to address the risks causing concern. In cases where clients are unable or unwilling to agree to an action plan to address identified risks, or the risks are deemed too high, we may decline to support the transaction or re-evaluate the client relationship.

### Monitoring

We believe that we can have a greater positive impact through supporting clients to improve their performance within a reasonable timeframe, rather than declining all transactions that carry heightened environmental or social risks. To achieve this, we may, as part of the escalation and decision process, require that environmental and social risk management requirements are integrated into loan documentation, and work with the client to develop a time-bound action plan to address significant risks. In these instances, we will monitor the client's progress on a regular basis.

During 2020, 912 transactions were reviewed for social and environmental risks, two of those transactions fell in the scope of the Equator Principles. The increase in the number of reviews in 2020 was primarily due to the introduction of an enhanced process for clients and transactions covered by the Credit Climate Lens and Climate Change Statement.



For more information see the Risk management section on pages 13-22 of the Barclays PLC Climate-related Financial Disclosures 2020.

### Equator Principles

For project-related finance, we apply our Environmental Risk Standard, which implements the Equator Principles and relevant IFC Performance Standards.

Barclays was one of the four banks which collaborated in developing the Principles, ahead of their launch in 2003 with 10 adopting banks.

Our Environmental Risk Standard is supported by a toolkit for employees comprising a range of practical guidance documents.

Following an extensive two-year consultation process, the Equator Principles Association (EP Association) adopted a fourth iteration of the Equator Principles (EP4) which came into effect in October 2020. Barclays has aligned its policies and procedures to new commitments, including running two workshops for teams involved in project finance to raise awareness on the introduced changes.

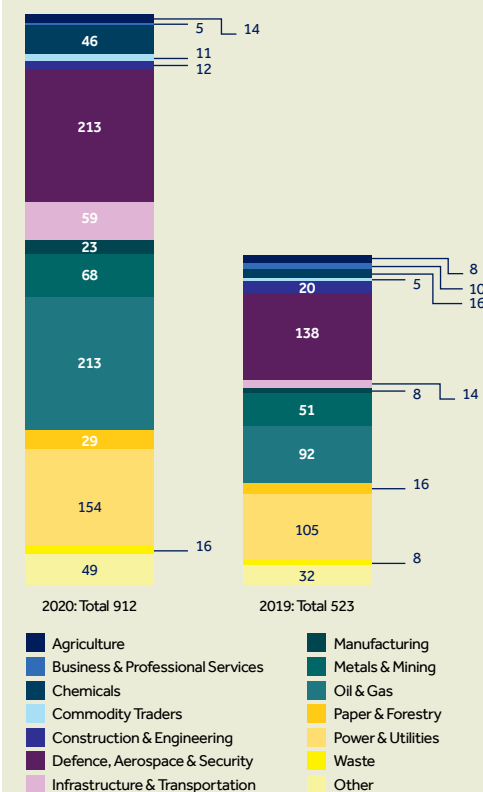
### Training

The Environmental Risk Management team provide training to both banking, credit risk and compliance teams to raise awareness of the environmental credit risks in particular sectors and highlight their responsibilities in identifying these risks. In 2020, training was provided to 209 colleagues.

### Environmental risk identification in Barclays UK

Our property and land valuers can use our environmental screening product, Barclays SiteGuard, to assess the history of a piece of land and the operational implications of a site's current or intended commercial use. In 2020, 3,122 commercial properties were screened using a Barclays SiteGuard Report, with 1,332 cases referred.

## Transactions and client relationships subject to social and environmental risk review



The figure is comprised of both the number of client relationships and the number of transactions that have been reviewed for environmental and social risks by Barclays' Group Sustainability and ESG and Environmental Risk teams. Where the same client relationship was assessed on the basis of multiple distinct environmental or social review categories all unique reviews of the same client have been included in the total. Only unique transaction reviews are counted and instances where both teams reviewed the same transaction have been removed.

# Managing environmental and social impacts

## Managing impacts in lending and financing continued

### Equator Principle transactions 2020

	Category		
Sector	A	B	C
Mining			
Infrastructure			
Oil & Gas			
Power		2	
Others			
Region	A	B	C
Americas			
EMEA		2	
APAC			
Country designation	A	B	C
Designated		2	
Non-designated			
Independent review	A	B	C
Yes			
No		2	
Finance type	A	B	C
Project finance		2	

Category A: Projects with potentially significant adverse social or environmental impacts that are diverse, irreversible or unprecedented. Category B: Projects with potentially limited adverse social and environmental impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures. Category C: Projects with minimal or no social or environmental impacts.

Country Designation is based on the World Bank's income criteria. Projects in designated countries (High Income OECD members) are assessed only according to local laws. Projects in 'non-designated' countries are assessed according to local laws and the International Finance Corporation's standards.

Credit risk teams also identify higher risk transactions and are able to leverage their regional, sector and product-related expertise to identify environmental and social risks.

### Deforestation and soft commodities

Barclays recognises that tropical deforestation is a critical environmental issue, and a key driver of climate change and biodiversity loss. We are committed to supporting clients that promote sustainable forestry and agribusiness practices, and are a signatory to the New York Forest Declaration of the United Nations and its objective of supporting all endeavours to cut natural forest loss in half by 2020, and to end it by 2030. We are also a founding member of the Banking Environment Initiative's Soft Commodities Compact, which commits us to helping our corporate clients in a number of sectors including forestry, pulp & paper and palm oil to achieve zero net deforestation.

Barclays understands that a major cause of deforestation is the production of these commodities, and we therefore have a specific due diligence approach for these sectors which is outlined in our Forestry & Agricultural Commodities Statement.

In recognition of the deforestation impacts of soy production in South America, during 2020 we expanded the scope of our Statement and enhanced due diligence approach to include certain clients involved in its production and primary processing of soy in this region. The Statement now includes a range of requirements that are applied to in-scope clients, such as requiring that they prohibit the conversion of forests in their own operations, are a member of the Roundtable for Responsible Soy, and are working towards achieving a fully traceable and deforestation-free soy supply chain.

### Human rights and modern slavery

At Barclays, we operate in accordance with the International Bill of Human Rights, and take account of other internationally accepted human rights standards, including the UN Guiding Principles on Business and Human Rights (UNGPs). We respect and promote human rights through our employment policies and practices, through our supply chain screening and engagement and through the responsible provision of our products and services.

This year we worked with a leading international human rights advisory organisation to better understand how we are performing against the UNGPs. We expect this work to continue into next year, and will involve an assessment of our most salient human rights impacts across our operations and value chain.

This year we also worked to further embed human rights considerations into our existing client due diligence. For example, we included questions around local community engagement, respect for Indigenous Peoples' rights and provision of security into our client due diligence questionnaires for additional industry subsectors where these risks may be present, such as for clients involved in fracking and oil sands pipelines.

Modern slavery is a priority human rights issue for Barclays, and we are committed to combating this across our business, client and customer relationships, and our supply chain. Barclays also participates in the Finance Against Slavery and Trafficking (FAST) Initiative led by the United Nations, which seeks to improve access to financial services for survivors of modern slavery and human trafficking. As part of this, Barclays has developed a procedure for opening bank accounts for survivors – who may not have access to required identification and verification documents – and over the course of 2020 opened five accounts.



Further information on the Finance Against Slavery and Trafficking (FAST) Initiative can be found at: [fastinitiative.org](https://fastinitiative.org)

### Barclays' position statements

- Climate Change
- Code of Conduct
- Data Protection
- Defence Sector
- Donations
- Environmental Risk in Lending
- Financial Crime
- Forestry and Agricultural Commodities
- Governance and Financial Crime statements
- Health, Safety and Welfare
- Human Rights
- Modern Slavery
- Resilience
- Supplier Code of Conduct
- Supply Chain
- Tax
- The Barclays Way
- World Heritage Sites and Ramsar Wetlands



Full position statements can be found at home. [barclays/esg](https://barclays/esg)

## Managing environmental and social impacts

With nearly 10,000 companies from more than 25 countries supplying us, our supply chain helps our businesses deliver for our customers, clients and colleagues.

# Managing our supply chain

## Highlights

Global spend with small and medium enterprises

8%

(2019: 8%)

Prompt payment rate

88%

(2019: 85%)

### Barclays supply chain overview

With nearly 10,000 companies from more than 25 countries supplying us, our supply chain helps our businesses deliver for our customers, clients and colleagues. Though our businesses are geographically diverse, nearly 90% of our third party spend is concentrated in the UK and the US, our two home markets.

Our supply base is diverse across scale, ownership type and structure – from privately-held start-ups to publicly-listed multinational corporations. As part of our Global Supplier Diversity and Inclusion (GSDI) initiative in 2020, 8% of our global Addressable Spend<sup>a</sup> was placed with small and medium-sized enterprises and diverse-owned businesses, largely owned by women, ethnic minorities, LGBT, veterans, service-disabled veterans or persons with disabilities (collectively defined as diverse suppliers), measured across our direct suppliers and their sub-contractors engaged in the provision of services to Barclays.

Our suppliers generally fall into one or more of the following categories: Corporate Real Estate and related services, Technology Infrastructure, Software and Services, Banking Operations, Professional Services, Marketing and Human Resources. With many of our suppliers having their own extensive supply chains, we connect to thousands more businesses and employees worldwide.

Barclays is a corporate member of national and international diverse supplier certification organisations including National Minority Supplier Development Council, Women's Business Enterprise National Council, WeConnect International, National Gay and Lesbian Chamber of Commerce, National Veteran Owned

Businesses Association, Minority Supplier Development-UK and Disability: IN.

Although Barclays has sought to reduce the size of its supply chain over recent years (which resulted in a reduction of 15% in supplier numbers in 2020), our focus has been on establishing a preferred supplier list for products and services that ensures adequate geographical coverage and at the same time, creates opportunities for our diverse suppliers.

### Third party operational and reputational risk management

Barclays will always require that our suppliers comply with all applicable laws, regulations and standards within the geographies in which they operate.

Supplier relationships are assessed and managed based on the inherent risk posed to Barclays through provision of the services, and suppliers assessed as non-low risk are required to sign up to and adhere to Barclays Supplier Control Obligations (SCOs) covering operational risks and the Supplier Code of Conduct (SCoC) that covers reputational risks. The SCOs and SCoC are published on the Barclays website for all new and existing suppliers to view and are refreshed on an annual basis or more frequently if required to meet Barclays current standards and the latest regulatory requirements.

The Barclays SCOs set forth expectations of suppliers considered Material Outsourcing, Important, High or Limited risk across several risk categories including Complaints, Data Privacy, End-User Developed Applications, Health and Safety, Information and Cyber Security, Payments Processing, People Screening, Physical Security, Records Management, Resilience and Technology risk.

The Barclays SCoC, informed by the Global Reporting Initiative (GRI) sustainability reporting guidelines, an international set of voluntary codes, sets forth our minimum expectations with regard to Environmental Management, Human Rights, Diversity and Inclusion, Societal Responsibility, Product Responsibility, Whistleblowing and working in accordance with the Barclays Values. In instances where standards outlined in the Supplier Code of Conduct differ from local laws and customs, we expect suppliers to respect these standards within the context of the customs and the local laws of their specific geography.

For our higher risk suppliers, their adherence to the SCO and SCoC is captured pre-contractually via a Pre-Contract Supplier Assurance Attestation (Pre-SAA). Any control gaps/weaknesses are captured in the Sourcing Risk Log which is submitted to the relevant subject matter expert who will opine on the appropriate course of action, based on the level of risk associated with the control gap(s). Some of the gaps will be remediated before contract, some will be conditions of the contract and others will be accepted within the Barclays risk appetite and approved by the subject matter expert.

#### Note

<sup>a</sup> Addressable Spend is 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.

## Managing environmental and social impacts

### Managing our supply chain continued

Post-contractually, on an annual basis, Barclays seeks ongoing assurance from the supplier that SCO controls continue to be designed and operating effectively. The assurance approach used is agreed based on the inherent risk associated with the supplier/service(s) provided and may take the form of on-site testing, remote desktop testing or a supplier attestation, or any combination of these approaches. Any control gaps or weaknesses identified are reviewed with the Barclays Executive accountable for the supplier relationship and subject matter experts and remediation actions are agreed, monitored and tracked to completion. Additionally, on an annual basis, suppliers categorised as non-low risk must attest to their ongoing commitment to meet the expectations placed upon them within the SCoC and, where they are unable to meet these expectations, remediation must be progressed in order for the relationship with the supplier to remain in good standing.

#### Prompt payment

Prompt payment is critical to the cash flow of every business, and especially to smaller businesses within the supply chain as cash flow issues are a major contributor to business failure. Barclays PLC is a signatory to the Prompt Payment Code in the UK. We commit to paying our suppliers within clearly defined terms, and to ensuring there is a proper process for dealing with any issues that may arise. We measure prompt payment by calculating the percentage of third-party supplier spend paid within 45 days following invoice date, or receipt date if the invoice is received late (45 days from invoice date and where purchase order was raised ahead). The measurement applies against all invoices by value over a three-month rolling period for all entities where invoices are managed centrally.

The need to promptly pay our most vulnerable suppliers, those we class as small or medium-sized enterprises (SMEs) and diverse-owned businesses (collectively referred to as diverse suppliers), became even more important during the COVID-19 pandemic. Barclays established a process to expedite the payments for these diverse suppliers. Since March 2020, we have been paying our diverse suppliers within an average of seven days from receipt of their invoice.

Overall in 2020, we achieved 88% (2019: 85%) on-time payment to our suppliers (by invoice value), exceeding our public commitment to pay 85% of suppliers on time (by invoice value). Barclays started its journey to implement a new e-procurement system in 2018. This new system is a digital purchasing and invoice processing solution, designed to improve the buying experience for Barclays and bring benefits to our suppliers with increased transparency around payments and electronic invoicing.



*Barclays has put in a special task force to expedite payments to diverse suppliers (SMEs and diverse-owned businesses) in light of the COVID-19 pandemic.*



The Duty to Report on Payment Practices and Performance Legislation requires reporting on a six-month rolling average, by volume, where we measure percentage of payments made in line with contractual payment terms. Under this definition we paid 83% and 87% of UK invoices on time in H1 and H2 2020 respectively.

#### Supporting environmental initiatives

Since 2016, we have been working with the Carbon Disclosure Project (CDP) to calculate supply chain emissions from our top 125 suppliers. Our Supplier Code of Conduct has a specific focus on environmental management requirements, which includes establishing operational practices that minimise impact on the environment, and deploying measures to prevent and reduce environmental harm. Through the Code of Conduct, we also expect suppliers to track performance and report environmental improvements, as well as setting environmental targets and commitments.

Our RFP process requests suppliers to confirm if they have a Science Based Target or when they anticipate setting one which contributes to their overall RFP score. Our aim is to encourage companies to set ambitious emissions reductions targets that are long-term, embrace the Science Based Target methodology, and support the transition to a low-carbon economy.

In 2020, Barclays have been recognised by CDP for our commitment to engaging our supply chain on our Scope 3 emissions, scoring an A- and having been listed on the CDP Supplier Engagement Leaderboard. We also achieved a 58% response rate from our suppliers who we requested to respond to CDP's Climate Change questionnaire.

## Managing environmental and social impacts

Barclays is committed to managing our own operational footprint and transitioning to a low-carbon economy.

# Managing our operational footprint

### Reducing our operational emissions to net zero

Barclays remains committed to managing our own operational footprint and transitioning to a low-carbon economy.

In 2020, we achieved a 71% Scope 1 and 2 emission reduction against our 2018 baseline, and we continue to offset our residual emissions from our operations and business travel.

This reduction was principally achieved through the expansion of our renewable electricity purchasing programme across Continental Europe, the United Kingdom, Hong Kong, Japan, Singapore and the United States. Our renewable electricity consumption currently stands at 74% against our interim target of procuring 90% of our electricity from renewable sources by 2021.



*In 2020, we achieved a 71% Scope 1 and 2 emission reduction against our 2018 baseline.*

We will also continue to explore opportunities for self-generation and power purchase agreements globally, thereby adding renewable energy capacity to the market. We have set a new target to generate 10% of total operational energy through on-site renewable energy and we are currently undertaking feasibility studies to establish a global on-site renewable strategy globally.

### Improving energy efficiency

We recognise that in order for renewable energy to support the decarbonisation of the wider economy, there is also a pressing need to reduce the energy intensity of our operations. We recognise that in order for renewable energy to support the decarbonisation of the wider economy, there is also a pressing need to reduce the energy intensity of our operations. This focus has developed into us targeting a 70% energy intensity reduction by 2035.

We continue to work on improving the operational efficiency of our property portfolio and in 2020 achieved an energy reduction of 57GWh as a result of reduced operating hours of our property portfolio as our global workforce transitioned to working from home as a result of COVID-19. We have, however, conducted a small number of projects globally which have achieved a total energy reduction of 2GWh since implementation.

### Carbon offsetting our residual emissions

Our wider strategy to reduce our overall footprint prioritises reducing operational carbon emissions through improved energy efficiency and sourcing low-carbon energy where it is cost-effective to do so.

We further drive carbon management and reduction downstream through working with suppliers and partners to instil a low-carbon culture. We offset Scope 1 and 2 emissions and Scope 3 emissions from business travel through the purchase of verified carbon credits from a range of projects, which must meet strict standards on verification and due diligence.

As part of our operational offsetting programme, we are supporting an innovative project focusing on measurably enhancing soil carbon levels in agricultural land through the promotion of regenerative farming practices. Indigo's project uses new technology to monitor soil carbon levels, while consulting farmers as to practices that create healthier carbon-rich soil. The project highlights the importance of soil as a carbon sink as well as the basis for livelihoods and our food system. Our focus is on reducing our carbon footprint including switching to renewable energies in the first instance, however, we are pleased to be able to support co-benefits for farmers and sustainable agriculture at the same time as offsetting our remaining emissions.

### Environmental management initiatives

#### Reducing waste

In 2020, we produced 5,168 tonnes of waste. Globally we recycle 100% of our paper through our confidential waste stream. In addition, we are working with our procurement teams to increase the coverage of sustainably sourced paper.

At the beginning of 2020, we explored opportunities to continue the removal of single-use plastics once our 5 Point Plastic Plan came to a close at the end of the year. Unfortunately, due to the COVID-19 pandemic we have had to introduce more single-use items into our cafes and restaurants as a temporary measure to support the safety of our colleagues. Going forward our focus is on transitioning our waste management approach and material use, to circular economy principles, recognising the importance of reducing the volume of waste we produce but also maximising the use of materials in our buildings. To support our new strategic direction, we have set a new target to divert all waste from landfill and incineration, across all our campuses by 2035, with 100% of waste in our campuses being reused, repurposed or recycled. This will be achieved through the roll-out of our Zero Waste Strategy which will commence in 2021 starting with our new Glasgow campus.

As part of this initiative we are also working with our procurement teams to engage with our supply chain partners in the UK to understand what their capabilities are to reduce the volume of packaging that is being sent to our campuses, and request suppliers to sign up to our Zero Waste Supply Chain Charter. The Charter encourages suppliers to eliminate transit packing, supply goods in reusable containers and investigate opportunities for packaging waste to be backhauled in the next delivery.

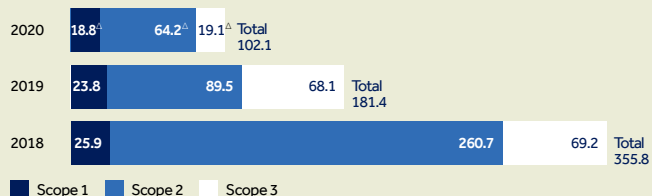


# Managing environmental and social impacts

## Managing our operational footprint continued

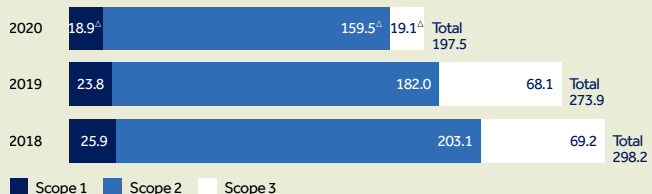
### Total emissions by scope (market based)

'000 tonnes CO<sub>2</sub> equiv.



### Total emissions by scope (location based)

'000 tonnes CO<sub>2</sub> equiv.



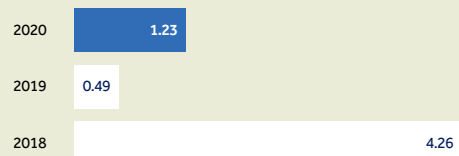
### Carbon emission Scope 1 and 2 reductions (against 2018 baseline)

tonnes CO<sub>2</sub> equiv.

-71%<sup>Δ</sup>

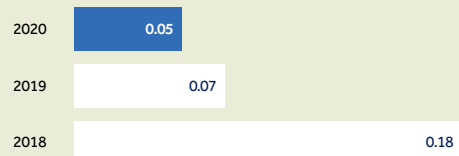
### Carbon emissions intensity (market based)

tonnes CO<sub>2</sub> equiv./FTE



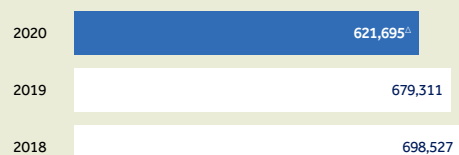
### Carbon emissions intensity (market based)

tonnes CO<sub>2</sub> equiv./m<sup>2</sup>



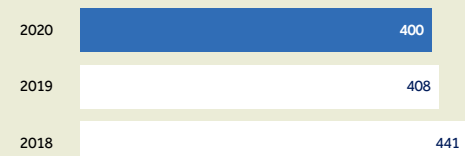
### Energy consumption

'000 kWh



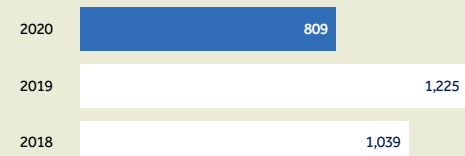
### Carbon emissions intensity (market based)

kWh/m<sup>2</sup>



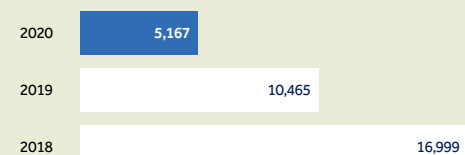
### Water consumption

'000 m<sup>3</sup>



### Waste

tonnes



#### Notes

Scope 1: Direct combustion of fuels and company-owned vehicles (UK only).

Scope 2: Purchased electricity and steam for own use.

Scope 3: Emissions related to employee business travel.

1 Emission reductions and intensities have been reported using the market based methodology. Prior year performance has similarly been updated to report on this basis.

2 The reporting year for our GHG emissions is 1 October to 30 September. The methodology used for emissions calculation is the WRI/WBCSD Greenhouse Gas Protocol. We have adopted the operational control approach on reporting boundaries.

3 For 2020, we have applied the latest emission factors available at the time of reporting. We continuously review and update our performance data based on updated carbon emission factors, improvements in data quality and updates to estimates previously applied. Where our performance has changed by more than 1% we have restated these figures. The 2019 Scope 2 market based emissions figures have been restated during 2020. This reflects updates to residual mix emission factors, specifically in the US. The previously reported figure was 110,017 tCO<sub>2</sub>e (Scope 2 market based) and 185,743 tCO<sub>2</sub>e (location based).

Δ 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.



**Additional information on our reporting criteria for selected metrics can be found at: [home.barclays/esg](https://home.barclays/esg)**

# Managing environmental and social impacts

## Managing our operational footprint continued

### Improving water efficiency

As a finite resource throughout the world, we are actively looking to improve the efficiency of our water consumption across our buildings through the installation of water saving infrastructure in our buildings. We want to go beyond just water reduction and are developing an approach to reducing, reusing and capturing all non-drinking water throughout our campus portfolio by 2035.

### Environmental property policy and environment standard

Barclays' Group Property Policy sets out criteria for environmental management, risk, opportunity and control for our buildings as we operate our business. Our environmental controls range from aspects and impacts, pollution control through to environmental data reporting. These controls are annually audited and control effectiveness is reported as part of our Enterprise Risk Management Framework. Within our Property Policy we include a commitment that any building investment over £5m will achieve an independent best practice standard for environmental performance.

Barclays currently has 15 buildings globally certified to ISO 14001, which represents 36% of the total property footprint. However, Barclays Environmental Operating Procedures, which are aligned to ISO 14001 standards, are implemented and reviewed against all buildings, ensuring environmental best practice, internal audit and management review is delivered across the full portfolio. Barclays also has an ambition to roll-out full ISO 14001 certifications across its strategic campus sites globally by 2025.



33 construction projects are recognised with LEED (Leadership in Energy Efficiency and Design) or BREEAM (Building Research Establishment Environmental Assessment Method) accreditation across our portfolio. Our Piscataway Data Centre has achieved Energy Star rating for the eighth year in a row demonstrating best practice in energy efficiency. Both LEED and BREEAM accreditations are targeted as part of our location strategy and future new build and refurbishment projects; further accreditations are pending in 2021.

### Communications and colleague engagement

We believe that effective, two-way communication with colleagues is essential to reduce our operational footprint. Working across Barclays we have developed a community of global environmental champions who foster a culture of sustainability – four global events throughout the year ensure we maintain momentum and engagement (Earth Hour, World Environment Day, Barclays Environmental Awareness Day and Resource Awareness Week). Over the course of 2020 we have continued engaging Barclays Environmental Champions globally through virtual engagement events.



## Making a difference for society

### A new era in sustainable farming

Cutting-edge technology and analytics allow us to grow a wide variety of pesticide-free food with a longer shelf life, without compromising the highest food safety standards. Plus, we use 97% less water than a regular farm, taking up only 1% of the footprint and delivering 300 times the yield.

Demand for fresh, locally grown, nutritious food is increasing. Thanks to our partnership with Barclays and the Unreasonable Impact programme, 80 Acres Farms can continue to meet that demand. By connecting us to investors, we've been able to build and launch our first fully-automated vertical farm in Hamilton, Ohio. And an additional grant from the Unreasonable Impact COVID-19 Response Initiative helped us get fresh, healthy food to those who needed it most through lockdown.

Like all of us at 80 Acres Farms, I am passionate about enhancing sustainability and food security in farming. By providing fresh food with a significantly reduced environmental impact, we lead the way in the future of farming, with the potential to unlock an exciting new era in agriculture, and, crucially, help tackle climate change.



*By providing fresh food with a significantly reduced environmental impact, we lead the way in next-generation farming.*

Mike Zelkind  
CEO, 80 Acres Farms  
Hamilton

# 3. Running a responsible business

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## Running a responsible business

Trust is earned by repeatedly doing the right thing. We believe the best way to build trust is to invest in our culture and support out people in the choices they make every day.

# The Barclays Way

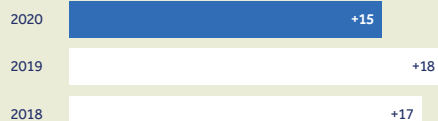
## Colleague and customer views

### Employee survey results

**"I believe that my team and I do a good job of role modelling the Values every day".**



### Barclays UK net promoter score (NPS®)



The NPS is a view of how willing customers are to recommend our products and services to others.

Our commitment to being a responsible business includes:

- ensuring we conduct ourselves in line with our Code of Conduct, creating the best workplace for our colleagues – The Barclays Way
- ensuring that we treat our customers fairly and that the products and services we deliver are transparent and responsible
- improving customer experiences
- ensuring we operate in line with relevant laws and regulations including those applicable to financial crime, and
- ensuring we safeguard the data that has been entrusted to us.

Our Code of Conduct reflects the trust that millions of people place in us every day. We know that trust is earned by repeatedly doing the right thing. We believe the best way to build that trust is to invest in our culture and support our people in the choices they make every day with guidance and policies that help them do this.

That starts with our Purpose and our Values, and is locked into our organisation through The Barclays Way; the touchstone for everyone in Barclays on the standard of conduct we expect, setting an unequivocal tone from the top about who we are and what we stand for.

The Barclays Way was launched in 2013, replacing a number of existing codes of conduct with a single document. It governs our way of working across our business globally and constitutes a reference point covering all aspects of colleagues' working relationships, specifically (but not exclusively) with other Barclays employees, customers and clients,

governments and regulators, business partners, suppliers, competitors and the broader community.

It is aligned to the Code of Professional Conduct, published by the Chartered Banker Professional Standards Board, which sets out the ethical and professional attitudes and behaviours expected of bankers. Barclays subscribes to this code and is committed to embedding its broad principles into our business.

The Barclays Way includes information and guidance on how employees are expected to behave and take personal accountability for making decisions. We apply a range of criteria, over and above financial considerations, aimed at building a sustainable, strong and profitable business for the long term and adding value to our business relationships and the broader communities in which we live and work. We provide guidance across all key stakeholder groups, including servicing our customers and clients, promoting respect, diversity and performance in the workplace, maintaining strong governance, robust controls and strict ethical standards.

The Barclays Way also includes advice and guidance on speaking up and raising concerns. It is important for the success of Barclays, and for the safety and wellbeing of our customers, clients and colleagues, that we encourage a culture that supports speaking up when things aren't as they should be. All colleagues are required to undertake training on the Barclays Way.



**The Barclays Way is available at: [home.barclays/citizenship/the-way-we-do-business/code-of-conduct/](https://home.barclays/citizenship/the-way-we-do-business/code-of-conduct/)**

**“The Barclays Way – our Code of Conduct – was launched in 2013, replacing existing codes of conduct with a single document. It outlines the Purpose and Values which govern our way of working across our business globally and constitutes a reference point.”**

## Running a responsible business

The stronger our culture, the stronger our business will be.

# Conduct

### Culture and Conduct

We believe that the stronger our culture is, the better the choices our people will make – and the stronger our business will be for all our stakeholders.

Our culture also helps us to reduce the impact of poor conduct on our customers. We do not intend to repeat the errors of the past.

Our most senior leaders spend significant time setting the right tone at Barclays, and our Purpose and Values are now deeply embedded in their message. We are investing in the skills of our leaders throughout the organisation as well, with two new leadership programmes helping us to develop the culture carriers of the future. For more details see page 62.

We also strengthen our culture with clear and effective controls. We continue to see a marked improvement in the number of operational risk events and compliance breaches. Our aspiration for both of these is zero and we will continue to invest in making our controls better still.

### Managing Conduct risk

The Barclays Group defines, manages and mitigates conduct risk with the objective of providing good customer and client outcomes, protecting market integrity and promoting effective competition. This includes taking reasonable steps to ensure that our culture and strategy are appropriately aligned to these goals; our products and services are reasonably designed and delivered to meet the needs of customers and clients; promoting the fair and orderly operation of the markets in which Barclays Group does business; and that Barclays Group does not commit or facilitate money laundering, terrorist financing, bribery and corruption, or breaches of economic sanctions. Conduct Risk incorporates risks associated with the maintenance of Market Integrity, Customer Protection and Product and Services Lifecycle Governance and the prevention of Financial Crime.

Barclays is committed to continuing to drive the right culture throughout all levels of the organisation. The Group will continue to enhance effective management of conduct risk and appropriately consider the relevant tools, governance and management information in decision-making processes. Focus on management of conduct risk is ongoing and alongside other relevant business and control management information the Trading Entity Conduct Dashboards are a key component of this.

The Group continues to review the role and impact of conduct risk events and issues in remuneration decisions at both the individual and business level.

During 2020, the COVID-19 pandemic created new risks and heightened existing ones. To date, the Group has focused on managing the heightened inherent conduct risks and continues to monitor these as the pandemic continues.

Businesses have continued to assess the potential customer, client and market impacts of strategic change. As part of the 2020 medium-term planning process and associated Strategic Risk Assessment, material conduct risks associated with strategic and financial plans were assessed.

Throughout 2020, conduct risks were raised by each business area for consideration by relevant Board Committees.

These committees reviewed the risks raised and whether management's proposed actions were appropriate to mitigate the risks effectively.

The Group continued to incur costs in relation to litigation and conduct matters.



**Refer to Note 26 Legal, competition and regulatory matters and Note 24 Provisions in the Barclays PLC Annual Report 2020 for further details.**

Costs include customer redress and remediation, as well as fines and settlements. Resolution of these matters remains a necessary and important part of delivering the Group's strategy and an ongoing commitment to improve oversight of culture and conduct.

Trading Entity Conduct Risk Dashboards, which include key indicators in relation to Conduct and Financial Crime, are provided to the respective Board Risk Committees and senior management. Barclays has operated at the overall set tolerance for conduct risk

**“**  
*We are investing in the skills of our leaders throughout the organisation as well, with two new leadership programmes helping us to develop the culture carriers of the future.*

# Running a responsible business

## Conduct continued

throughout 2020. The tolerance is assessed by the business areas through key indicators which are aggregated to provide an overall risk profile rating and reported to the relevant Trading Entity Board Committees as part of the Conduct Risk Dashboard.

We remain focused on the continuous improvements being made to manage risk effectively with an emphasis on enhancing governance and management information to identify risk at earlier stages.



See the **Conduct Risk management and performance sections in the Barclays PLC Annual Report 2020 for more information.**



See the **Board Risk Committee report in the Barclays PLC Directors' Report 2020 for further information on Board oversight of Conduct Risk and Committee.**



See the **Barclays PLC Pillar 3 Report 2020 for further detail on Risk management strategy, governance and risk culture.**

### Customer communications

It is important that our engagement with our customers is open and honest and that we treat them fairly to make sure they are not harmed, exploited or misled. Barclays continues to ensure that our customers' needs and priorities are understood before making recommendations and that the communications we provide allow informed decisions to be made. This is achieved through a number of controls which focus on ensuring our customers receive clear information in order to understand the risks and benefits of the products we offer.

For example:

- communications are sufficient, targeted and distributed to recipients whom Barclays knows or reasonably believes may stand to benefit from the communication, and are communicated in a manner and style that will be understood by the average recipient (or likely recipient), and
- communications are withdrawn from further circulation when they are no longer accurate or fit for purpose.

### Remediation and redress

Barclays recognises that customer detriment may occur as a result of our error, actions or inactions, and that we must undertake appropriate activity to ensure our customers are put back in the position they would have been in had the issue not occurred.

Remediation can be proactive, where we have identified the issue ourselves (for example through identifying a pattern in customer complaints), or reactive, where identified by a third party such as a Barclays regulator.

Barclays operates consistent principles for remediation which includes timely notification to the relevant regulatory bodies.

### Product lifecycle

It is important that our products and services meet the needs of clients, customers, markets and the bank, throughout their lifecycle. We do this by operating two processes which together enable our product life cycle management framework.

Firstly, we have a process that supports the bank in the implementation of new and amended products and services. This process outlines the requirements that must be met in order to ensure that new and amended products and services are adequately designed prior to their launch.

Secondly, we have a complementary process that reviews the existing portfolio of products and services. These reviews consider a range of relevant information about the performance and operation of the product or service, such as: volumes, risk events, customer feedback, complaints and account closures. If issues are found, remedial action is taken to address them.

These processes are overseen by the Risk Function of the bank.

## How our business lines approach Conduct

### Barclays UK

#### Customer-led design

We start from the principle that good design must be customer-led. We use a range of sources to understand our customers, including quantitative behavioural data, attitudinal data from social media, and feedback on customer experience from our NPS® research programme, as well as qualitative research.

Before any concept moves into development, we aim to test and iterate the design with different customer groups. Once ready for launch, we use 'test and learn' approaches and analysis to quantify how our customers react to product changes, and how they assess their value.

Throughout this process, an online community of Barclays customers, the Future Forum, provides us with an ongoing feedback loop. And our 'Colleagues as Customers' community, Challenger, provides further insight.

#### Product design

We benchmark our rates against competitors and are committed to encouraging a healthy level of competition and switching.

Barclays UK relies on two critical controls to ensure that our products and services meet the needs of our customers throughout the Product Lifecycle:

The **New and Amended Product Approval (NAPA) process** ensures that the needs of our customers are met when new products are launched, or existing products are amended or are withdrawn.

The **Product Review** encourages greater product innovation by requiring that all existing Barclays UK products and services are reviewed annually to ensure that they continue to meet the needs of our customers. This includes requirements that:

- the product or service meets a clear, unique and genuine customer need

- customers are able to exit or downgrade from the product or product elements with minimal difficulty or cost
- an option to cancel without cost within a 'cooling off' period is offered as standard, and there is minimal difficulty or cost to cancel or switch after this period has ended, and
- customer vulnerability is considered and the risk of causing customer detriment, including adverse impacts on customer outcomes, customer harm, distress, inconvenience, reduced choice and loss of opportunity or benefit, is mitigated.

The Product Review process also covers matters including:

- product parameters, including target markets, client segments, ongoing suitability and whether the product or service remains consistent with the needs, characteristics and objectives of the identified target market
- benefits versus best interests to customers and clients and the business
- features of the product or service
- distribution channels
- financial and Non-Financial Risks as relevant to customers, clients, market integrity, effective competition or Barclays due to wilful misconduct
- post-sale transactional services where there is potential for customer, client or market detriment
- relevant supporting infrastructure and controls including data, resilience and technology, and
- any potential issues identified.

Wherever a product or service is found not to be meeting these principles, the product or service owner must ensure that actions are taken to address this. The actions are validated by functional areas, including Legal and Compliance.

# Running a responsible business

## Conduct continued

### How our business lines approach Conduct continued

Both processes include, among other things, consideration of the product or service income generation approach; pricing structure complexity; fees or charges significantly above the cost of the service; the use of short-term promotions or offers; and features or add-ons that customers pay for as part of this product that are not used by the majority of customers.

#### Reward and incentives

Our reward scheme is designed to incentivise all Barclays UK colleagues to collaborate across the business to better serve our customers. All Barclays UK colleagues receive an annual payment related to one shared objective: to improve the customer experience. We measure our progress and define payment levels through the use of a brand-level Net Promoter Score.

Our customer facing colleagues working for Branch, Virtual Channels, Mortgages, Advocacy, Wealth Client Management Services, Business and Premier Banking receive the majority of their reward as base salary. This provides more financial security for colleagues while reducing the risk of our reward structure being misaligned with the needs and desires of our customers.

#### Fair pricing

Our pricing principles commit to ensuring that customers are paying a fair price for the products and services they are receiving. An ongoing review of the suitability of these products is conducted through Product Reviews.

We have Conduct considerations embedded in both the NAPA and Product Review processes, in particular our commitment to treating customers fairly. We have developed a set of Fair Pricing Principles designed to ensure our pricing practices do not cause adverse impacts on customer outcomes.

#### Governance and reporting

Both Product Review and NAPA operate with robust governance in place with separate monthly committees that provide Senior Management oversight of the outputs from both processes.

The outputs from Product Reviews are rated according to the bank-wide standard Risks and Issues Classification Matrix; once the Committee has approved the risk assessment, any risks rated High or Exceptional are escalated to the Barclays UK Risk Committee. Product Review actions arising are managed through the Barclays Risk Acceptance and Issues Management Standard, with all associated issues and actions tracked by the Product Review Committees.

#### Business Banking

We have thorough processes in place to ensure client and Conduct considerations are at the forefront of any new products or services we develop, we regularly review our products and propositions to ensure they meet client needs, product terms are easy to understand, and all are subject to robust quality-assurance testing.

All colleagues have clear performance objectives relating to risk and controls, and have been trained in timely identification and escalation of issues.

#### Wealth

Many people find investing complex, time-consuming and struggle to know where to start or who to trust. Our vision is to democratise access by providing our customers with education and information alongside a range of products and services to meet their needs.

As part of that, in 2020 we launched Plan & Invest, a new service that creates and manages a personalised investment plan tailored to our customers' requirements. With a low financial entry point and professional support, Plan & Invest is helping customers to realise their financial aspirations.

Throughout the uncertainty of the COVID-19 pandemic, we have also supported customers with increased remote engagements by our Wealth Managers, investment content and virtual events while at the same time ensuring the stability of our Smart Investor investments platform during peak trading times.

We have also undertaken the first value assessment on our funds which concluded that our multi-asset funds deliver good value across all the different criteria. All funds were judged to have met their investment objective and the qualitative assessment highlighted those steps we have taken in the recent past that have helped deliver performance, and value for investors

#### Barclays International Consumer, Cards and Payments

Transparent and tailored engagement with clients remains at the heart of the strategy, and we have taken swift and effective action to support clients through the COVID-19 pandemic, including acceleration of our digital agenda.

Innovative product solutions that address working capital challenges have never been more important. Barclays Payments has continued to develop analytical tools that help clients to make informed decisions about their supplier arrangements, and our commitment to building long-term partnerships and the demonstrable value of our products to clients has resulted in a number of long-term agreements being signed in 2020. All of our products are regularly reviewed to ensure they remain safe, sustainable and result in social good.

Our extensive digitisation programme is making it easier for clients to find us, join us and service their accounts however and whenever they wish. In 2019 clients signing up for some services completed a 106-page paper contract and the on-boarding

process took an average of 14 days. As a result of our digital enhancements circa 70% of applications are now paperless and over 50% of new merchants are ready to operate within 24 hours.

In response to COVID-19, we introduced a range of financial and forbearance measures and accelerated our plan to support digital interactions even further. Five hundred and twenty corporate clients were using this facility by the end of 2020. When the global lockdown reduced our capacity to take calls, we were able to provide circa 400,000 clients who bank with Barclays the ability to service their accounts using the Barclays Mobile App.

Our **US Consumer Bank** continues to focus on supporting customers and partners, responding swiftly to changing needs as events have unfolded. We have taken targeted action to support customers who are experiencing financial disruption or hardship as a result of COVID-19, including payment holidays and support packages. We continue to develop relationships with partners in our credit card business and remain focused on automation and digitisation as a means to enhancing our service offering to customers.

**Barclaycard Germany (BCG)** continues to improve its payment and lending offer, responding to changing customer behaviour by introducing a payment deferral scheme in response to the COVID-19 pandemic, as well as new product capabilities and process simplifications. BCG has focused on strengthening its 'Buy Now Pay Later' proposition, giving customers the flexibility of a card but with structured repayment capabilities. To further support BCG's partners and customers, an innovative ecommerce financing solution was introduced, offering customers a seamless service experience with a high degree of automation that reduces risk and supports our control environment.



# Running a responsible business

## Conduct continued

### How our business lines approach conduct continued

#### Private Banking

##### Product governance and responsible investing

In 2020, we rolled out training on Product & Services Governance Lifecycle and Annual Product Review standards to product managers, which is repeated on at least an annual basis. This has improved communications aimed at helping clients make informed decisions on the risks and benefits of the products we are offering.

The Private Bank has a new Responsible Investing Forum where the key focus areas include development of ESG integration approaches and ensuring compliance with ESG requirements. In addition, the Smarter Giving Campaign was launched to encourage clients to explore philanthropic investment options.

##### Sales quality and customer trades

Our sales quality standards are designed to ensure we fully understand our clients' risk profiles, circumstances, investment needs and objectives.

The Private Bank Training & Competency (T&C) Scheme, and Advice Quality Assessment processes, ensure that our client advisers are qualified, trained and competent to perform their regulated roles, and able to provide suitable and appropriate investment advice to our clients.

We ensure that clients are put at the heart of everything we do; we recognise when customer detriment may have occurred and we undertake appropriate activity, including following complaints handling and redress procedures, to ensure our clients are put back in the position they should have been in.

##### Managing frontline employees

The Private Bank T&C scheme encompasses the responsibilities of a Supervisor and ensures regulated or relevant employees' skills, knowledge and performance are regularly assessed, their competence is maintained and their skills are regularly

developed. Conduct of in-scope frontline employees against key testing and metrics is presented in a Conduct Dashboard, ensuring conduct issues are captured, discussed and reviewed regularly.

Our Client Experience Forum examines specific client journey reviews and detailed complaints root cause analysis to improve our processes and the client experience. Annual Mandatory Training on conduct behaviours for all frontline employees is delivered to ensure best practices are shared and rules and regulations are adhered to.

#### Corporate and Investment Bank Markets and Banking

Now in its fifth year of publication, the Markets Code of Conduct is our annual, collective restatement of our commitment to doing business with the highest ethical standards and to keeping good conduct, culture, and controls at the centre of everything we do. This year, with a majority of colleagues working remotely due to the COVID-19 pandemic, attention to detail around the control environment is of the utmost importance to managing risk. Markets' distributed architecture has been essential to our ability to operate effectively throughout this unprecedented year, but we are mindful that it can also create new risks and heighten existing ones. It is therefore critical that the business remain vigilant in identifying and mitigating conduct risks as we navigate these challenging times.

The Code is a collection of the key conduct principles, ethical and legal behaviours to which colleagues are expected to adhere to at all times. The principles highlighted in the Code not only inform all of our decisions on a daily basis but also help bolster our business by building and maintaining a reputation of dependability with clients and strengthening our ability to attract, retain and develop our colleagues. The Code outlines how Markets manages Conduct risks including, but not limited to, preserving confidentiality,

managing market conduct, preventing financial crime and fraud, product governance and suitability and managing conflicts of interest.

Underpinning the Code are the Barclays Values. The Barclays Way explains our commitment to acting in accordance with these values and outlines the behaviour and actions we all must exhibit on a daily basis. Examples of how Markets and Banking manage Product Governance and Suitability include the following:

The Markets, Banking and BI Treasury Product Governance Forum oversees the Product Governance Framework. This provides an ongoing product review process, which promotes the delivery of products to compatible end investors on a direct and indirect basis.

In addition, the Forum has oversight of supplementary point of sale and post-sale processes and controls defined by each business and tailored in line with their specific client base and products offered. The Forum provides review, challenge and guidance and facilitates the consistent application and information sharing between the Markets, Banking and BI Treasury Businesses. This ensures improving governance in line with the organisation's overall risk management framework.

The Retail Distribution Forum (RDF) is a regional forum that reviews new transactions, distribution strategies, product features and governance frameworks that apply to Retail Structured Products (RSPs), particularly focusing on the suitability element. There are further quarterly mandatory meetings to review all approvals in the previous quarter, provide an upcoming view of future meetings and a regulatory update.

Distributor Due Diligence and Tiering & Interview Frameworks help the business to review and monitor our clients who service end-retail investors, to help ensure that our clients have robust procedures focused on ensuring good end-customer outcomes.

#### Corporate Banking

We bring customers into our proposition development processes through research, insight, data analytics and data science by ensuring their needs are at the core of our design principles. We leverage the new product approval process, alongside internal fora to ensure customer needs are embedded in the final product design.

Corporate Banking runs the Business Change Control Forum that sets and governs the principles and standards for managing material change impacting products globally and is a precursor to the Group-wide new product approval process. Consistency in our product governance is provided through the Product Lifecycle Programme which standardises the way we create, manage and change products within Corporate Banking. This ensures we build and operate robust products and processes, provides Product Managers with greater end-to-end oversight and effective tools to manage products through each phase of maturity.

In matters relating to sustainable products in Corporate Banking, the Sustainable Product Group has been established as a full-time team acting as a centre of excellence for sustainability-related topics, reputational risk, governance and reporting and product innovation and origination. Colleague training and dedicated client communication plans are being led by the Sustainable Product Group and the Group Sustainability and ESG team, which includes training calls and other collateral.

## Running a responsible business

We are committed to responsible delivery of our products and services.

# Responsible lending

We believe that transparency of information in our products and services is key to empowering consumers to make good financial decisions.

We carefully consider the requirements of all our stakeholders during the development of products and services. This includes a commitment to accessibility and inclusion, giving customers the ability to take control of their finances in a manner convenient to them and the promotion of financial capability.

We are working towards a consistent approach across Barclays UK in understanding what a customer can afford to borrow, and this will enable customers to have more visibility of what borrowing opportunities they may have available before applying.

In our Unsecured Lending business, which is where customers can borrow money without offering up a security based on a major asset, we are ensuring that our customers use their lending facilities in a sustainable way. To this purpose, we have been communicating with customers deemed to be in persistent debt to support them to repay their debt faster and so reduce their overall interest charges. Strategic changes are being designed and implemented to prevent more customers entering this situation and to help those in that situation to pay down their outstanding balance.

Where customers do start to encounter financial difficulties, we have staff who are trained to identify signs that indicate this, and where necessary we work with our customers to enable them to return to financial health. We have trained colleagues within the branch network as well as having specialist telephony teams who can support. We also have information available for customers through our Money Management Hub, providing tangible examples of how banks can support customers who are worried about their finances.

Within our Retail business the card controls within our mobile app enable customers to block payments to certain categories of retailer, such as gambling services and premium rate phone lines, as well as daily cash machine withdrawal limits and control on online and phone purchases. We have also recently introduced similar controls for our credit card customers.

Where customers fall behind on their payments, our Barclays Financial Assistance area is able to support, with a strong focus on ensuring good customer outcomes. We are continuing to enhance digital service offerings for customers to be able to engage through the channel of their choice to help them achieve good outcomes.

In the Business Bank we have a series of policies in place to ensure we comply with relevant regulation, mitigate the risk of defaulting for customers undergoing challenging circumstances and provide a framework for impairment, provisioning and forbearance.

In order to make a credit decision we generally look at a number of factors including the complexity of the customer, account behaviour, business and financial risk and Barclays' risk appetite given sector and client risk profile. We have regular monitoring in place to oversee performance. Where customers fall behind on their payments, our Barclays Financial Assistance area is able to support, with a strong focus on ensuring good customer outcomes.

The Barclays UK Corporate Portfolio, which includes Education, Social Housing, Local Authorities and Income Producing Real Estate, is governed by Policies and Standards that are in place to ensure compliance with relevant regulation, mitigate the risk of defaulting for customers undergoing challenging circumstances and provide a framework for impairment, provisioning and forbearance.

In order to make a credit decision a number of factors are considered including customer profile and management, business environment, financial performance, Barclays mandate and risk appetite for the sector. Regular monitoring is in place to oversee performance.

Barclays UK Corporate customers experiencing financial difficulty are proactively engaged and supported by Barclays Business Support, with a strong focus on ensuring good customer outcomes.

## Building financial wellbeing

As part of our aim to deliver a world class money management experience and help money work for our customers, we are delivering more tools and features that give back greater control and educate them around managing their money to improve their financial wellbeing:

- we are providing knowledge and expertise through our colleagues to upskill our customers, whether that be in using our digital platforms via Digital Eagles, or educating them on basic money management via our Money Mentors, LifeSkills programme and Barclays Money Management Hub
- we are improving our ability to interpret customer data and provide personalised, proactive money management information so customers get a better grasp on their spending behaviours and how they can feel more in control of their money, and
- we are delivering colleague training to help support customers when they are in vulnerable situations and provide the suitable tools to help.

# Running a responsible business

## Responsible lending continued

### Gambling controls

This year Barclays launched our dedicated gambling support page for Barclays UK customers, plus a new cooling off period to our Gambling Card Control.

Customers wishing to restart their spending on gambling by turning off Barclays' Gambling Card Control will need to wait 72 hours before they can do this. This applies to websites, apps or in venues. Barclays is the first UK high street bank to introduce a cooling off period of this length. In addition, we launched a dedicated page on our website offering support for those who have been impacted by gambling addiction:



For more information see: [barclays.co.uk/gambling-support/](https://barclays.co.uk/gambling-support/)

Barclays understands that gambling and financial difficulty can often go hand in hand and that some customers may find it hard to ask for help. We designed a test and learn pilot to identify customers who were potentially financially vulnerable through problem gambling and proactively contacted them to offer further support. For this initiative we worked in partnership with GamCare, who provided training to Barclays staff to help them have discussions with customers who were impacted by problem gambling. GamCare is the leading provider of information, advice and support for anyone affected by gambling harms.

In addition, colleagues were able to directly transfer customers who wanted further support to trained GamCare advisors. The pilot received positive feedback from customers, and there were no complaints from customers related to interventions.

As a result of the COVID-19 pandemic in 2020, we have seen a rise in customers turning to gambling. In response to this, in April, we launched Gambling Support within the Money Worries Hub. This is available at: [barclays.co.uk/money-management/money-worries/](https://barclays.co.uk/money-management/money-worries/)

### Relationship breakdown

For customers going through a separation, we launched a relationship breakdown moment to provide information and links to additional information on topics including separating your finances, creating a budget, protecting your money and further support if you are a victim of financial abuse.



For more information see: [barclays.co.uk/moments/separation/](https://barclays.co.uk/moments/separation/)

### Financial abuse

We used web content, social media and branch screens to support the Government's #YouAreNotAlone campaign against domestic and financial abuse. Reassuring those affected by domestic abuse that support services remain available during COVID-19. This was accompanied by an internal campaign to all frontline colleagues to raise awareness and signpost existing guidance on supporting suspected victims of abuse.

### Economic difficulties

We accelerated the delivery of two new moments within our app – 'Money Worries' and 'Beside You When Things are Tough', using promotional spots to ensure customers are able to easily find this support material. We have added a number of new pieces of support collateral to the Barclays Coronavirus Hub directing customers to our financial support tools, including budgeting, moments and personas.

We recently stood up a specific contact strategy which offers proactive support to customers potentially impacted by the increased number of corporate large redundancy programmes. For example, we sent SMS messages to the employees of over 24 companies, offering practical guidance and support by way of a proactive call back.

We have built a new data engine to identify specific cohorts of customers who are showing signs of potential financial vulnerability pre and post COVID. This enables us to run specific proactive campaigns reaching out to these customers to offer additional support.

### Vulnerability and mental health

Barclays has developed a charity partnership with Mind, a leading mental health charity. Together we are developing a programme of support for people with mental health problems aimed at addressing financial difficulty and providing accessible support and information about the link between mental health and money. We have improved signposting for mental health on the Coronavirus main page along with a checklist to support customers, including relevant supportive information and Government links.

Further, as part of our LifeSkills platform, we have produced a film in collaboration with Mind and the Money & Mental Health Policy Institute, in which we explore how financial wellbeing and mental health can be connected.

### Homelessness

In October 2020, Barclays became the first high street bank to launch a trial in partnership with ProxyAddress to address financial exclusion of vulnerable people. ProxyAddress partners with Local Authorities to provide homeless individuals with an address they can use for the purposes of opening a bank account and help exit the cycle of exclusion.

### Bereavement

We have made the process quicker and simpler for customers that need to provide us with information without the need for them to have to rely on postal services or visiting a branch. We have introduced online notification options and document upload tools for those who need to provide us with information. In support of our customers we have utilised a proactive two-way SMS with an offer of a follow-up conversation to help and support customers, in particular those who have used the new digital route so have not spoken to a colleague.



For more information see: [barclays.co.uk/what-to-do-when-someone-dies/notify-us/](https://barclays.co.uk/what-to-do-when-someone-dies/notify-us/)

### Delegated authority

Normally a branch-only process, the journey was rapidly reconfigured to support customers through the first wave of the COVID-19 pandemic, allowing 2,500 potentially vulnerable customers and their delegates to register all forms of legal authority by phone and email.

To further our efforts in working with our vulnerable customers, we have continued this approach and enhanced this with online verification processes. We now also accept the new paperless court order format from the Official Solicitor and Court of Protection, and in addition the new paperless Lasting Power of Attorney.

# Running a responsible business

## Responsible lending continued

### Ensuring access for isolating customers

During the national COVID-19 lockdown, we launched a multi-channel communications campaign to proactively contact potentially vulnerable and older customers to offer help with their banking and to inform them of ways to manage their finances they might not have been aware of. In addition, we sought to identify potentially vulnerable customers who were regular branch users and prioritise them within our telephone banking channel.

Recognising the huge role that volunteers and carers were playing to support isolated people, we offered over 200,000 customers a 'Volunteer Shopping Device'; a free pre-paid contactless wearable to enable trusted third-parties to make payments in store on their behalf.

For those who were isolated or shielding and needed access to cash, we launched the Travelex Sterling Service allowing people to request secure cash deliveries to their home. In 2020, we provided over £1m to customers through this service.

### Training for colleagues

Building on existing face-to-face customer vulnerability training rolled out last year to circa 18,000 frontline staff, we have recently launched four new e-learning modules to improve awareness and understanding of vulnerability for our frontline and head office colleagues. Each module covers a different category or vulnerability cause, such as health, financial resilience, life events and capability. We have strengthened training and guidance for central bereavement teams and following the success of mental health events organised in partnership with the Money Advice Trust, we launched a pilot this year for a training pathway for specialist support teams who deal with complex vulnerability cases.

### Rethinking dyslexia

As part of our relaunch of support for people who are neurodiverse, in January 2020 we released a video explainer about dyslexia and improved the internal and external signposting about the ways in which we can support customers and colleagues who are neurodiverse.



For more information see: [barclays.co.uk/accessibility/usingwordsandnumbers/](https://barclays.co.uk/accessibility/usingwordsandnumbers/)

### Complaints

#### Barclays UK

In Barclays UK, we continue to focus on improving the overall customer experience by supporting the removal of the root causes of customer complaints. Complaints across Barclays UK in 2020 were significantly lower than in 2019, decreasing 75% driven by the end to the FCA PPI deadline in H2 2019. Excluding PPI, complaint volumes fell 32% vs. 2019, in part as a consequence of the ongoing COVID-19 pandemic; which saw overall complaint volumes fall significantly due to far fewer transactions and interactions with customers taking place. In Q1 2020, prior to the outbreak of the pandemic, we saw lower year on year complaint volumes, driven by robust management actions.



For more information see [home.barclays/citizenship/ourreporting-and-policy-positions/uk-complaints-data](https://home.barclays/citizenship/ourreporting-and-policy-positions/uk-complaints-data)

#### Barclays UK complaints excluding PPI

%



We received a significant volume of PPI-related claims leading up to the FCA deadline of 29 August 2019. As such, the underlying trend provides a more meaningful comparison.

### Barclays International

BBPLC complaint volumes in 2020 were 14% lower than in 2019. The COVID-19 pandemic has been a key driver of complaints, either due to service disruption or wider economic impacts.

BBPLC Businesses took swift action to protect colleagues and service to customers wherever possible, including making changes to operational procedures, providing financial support measures and ensuring that customers could continue to raise complaints and that complaints continued to be dealt with fairly and swiftly. In light of COVID-19, particular focus has been given to supporting customers in vulnerable circumstances and those facing financial difficulty. In 2021, we will continue to focus on improving our customers' experience by identifying and removing the causes of complaints where possible.

## Running a responsible business

Protecting our business, customers, and clients from financial crime.

# Financial crime

Barclays recognises that economic crimes have an adverse effect on individuals and communities wherever they occur. Endemic economic crime (particularly when associated with organised crime and terrorist financing) can threaten laws, democratic processes and basic human freedoms, impoverishing states and distorting free trade and competition.

Barclays is committed to conducting its global activities with integrity and respecting its regulatory, ethical and social responsibilities to:

- protect customers, employees, and others with whom we do business, and
- support governments, regulators, and law enforcement in wider economic crime prevention.

We do not tolerate any deliberate breach of financial crime laws and regulations (e.g. bribery, corruption, and money laundering, sanctions, or tax evasion facilitation) that apply to our business and the transactions we undertake.

Eleven Group-wide Financial Crime Standards and associated risk-based systems and controls support the Financial Crime Policy, which is:

- designed to ensure that all Barclays employees, businesses and legal entities comply with all UK, extra-territorial and locally applicable legal and regulatory obligations
- supported by the Barclays Board of Directors and applicable to all
- Barclays' legal entities and business dealings globally

- approved by the Global Head of Compliance (member of the Executive Committee), and
- regularly reviewed for content and effectiveness, which provides senior executive management oversight committees and the Board Audit Committee with the necessary assurance regarding the operating effectiveness of the Barclays Financial Crime control framework.

Barclays conducts comprehensive financial crime risk assessments on a regular basis (minimum annually), incorporating bribery and corruption, money laundering, sanctions and tax evasion facilitation.

We have a comprehensive global financial crime training programme which includes mandatory general awareness training delivered via the Barclays learning management system. This training is further supplemented by role-specific enhanced financial crime training (online, paper-based or face to face) for areas of our business where we have identified increased financial crime risks.

### Anti-bribery and corruption

We do not tolerate any deliberate breach of anti-bribery and corruption (ABC) laws and regulations. Our Financial Crime Policy, ABC-related standards, procedures and training are designed to ensure compliance with all applicable anti-bribery laws in countries in which we operate. The ABC-related standards focus on five key risk areas, namely: employment and work opportunity, expenditure, introducers, third parties and strategic and principal investments

### Anti-money laundering

Money laundering and terrorist financing have been identified as major threats to Barclays and the international financial services community. Barclays Financial Crime Policy and the four associated Anti-money laundering (AML) Standards are designed to ensure that all Barclays businesses and legal entities comply with the requirements and obligations set out in UK, EU and local legislation, regulations, rules and industry guidance for the financial services sector, including the need to have adequate systems and controls in place to mitigate the risk of the firm being used to facilitate financial crime. Barclays AML Standards focus on four key risk areas: customer life cycle; correspondent relationships; politically exposed persons; and wire transfers.

### Anti-tax evasion

We take a zero-tolerance approach to deliberate facilitation of tax evasion in any country and have procedures in place to prevent it. We also expect the same from our agents and third parties providing services for or on our behalf. We comply with the UK Criminal Finances Act 2017 and all applicable tax evasion/tax evasion facilitation laws wherever we do business. We have an Anti-Tax Evasion Facilitation Standard which addresses the risks associated with customers, employees and third parties acting for or on behalf of Barclays.

### Sanctions

Sanctions are restrictions on activity with targeted countries, governments, entities, individuals and industries that are imposed by bodies such as the United Nations (UN), the European Union (EU), individual countries or groups of countries. The Barclays

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*We do not tolerate any deliberate breach of financial crime laws and regulations that apply to our business and the transactions we undertake.*

Financial Crime Policy and the associated Sanctions Standard are designed to ensure that:

- Barclays and its employees know how to identify and manage the risks associated with sanctions, including the risk of Barclays' products being used to contravene sanctions, and
- all Barclays businesses and legal entities comply with applicable sanctions laws in every jurisdiction in which we operate.



**The Barclays policy positions on financial crime can be found at: [home.barclays/citizenship](https://home.barclays/citizenship)**

## Running a responsible business

Fostering a culture where our colleagues feel safe to speak up.

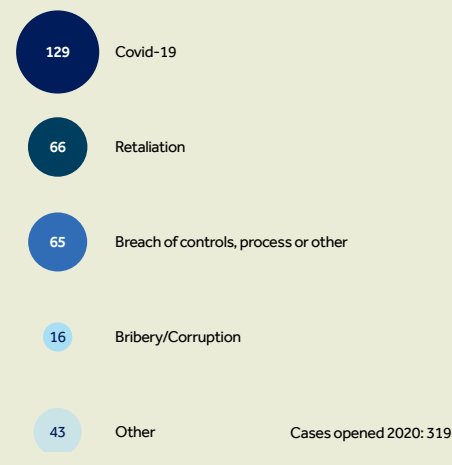
# Whistleblowing

It is important that Barclays maintains a culture where anyone feels they can speak up if they believe that something is not right. Barclays is pleased that a significant majority of our employees feel it is safe to do so. Many people feel comfortable raising concerns directly to their management, Compliance, HR or Legal. However, sometimes employees will not feel comfortable using these avenues. To help them, Barclays has a dedicated independent Raising Concerns process, through which colleagues can report their concerns in the knowledge that the reports will be taken seriously, and managed sensitively and confidentially.

The Raising Concerns team will assess the concerns raised and refer them to the most appropriate team for review and possible investigation. Whistleblowing reports will be directed to a dedicated team within Compliance.

Whistleblowing is a core element of raising concerns at Barclays. Whistleblowing relates to concerns which fall within the wider public interest, such as a breach of our policies and procedures; breaches of law and regulation; and behaviour that harms or is likely to harm the reputation or financial wellbeing of the Bank. We take all whistleblowing reports seriously and no-one should experience any form of overt or covert retaliation of any kind. Any confirmed instances of retaliation will be dealt with extremely seriously.

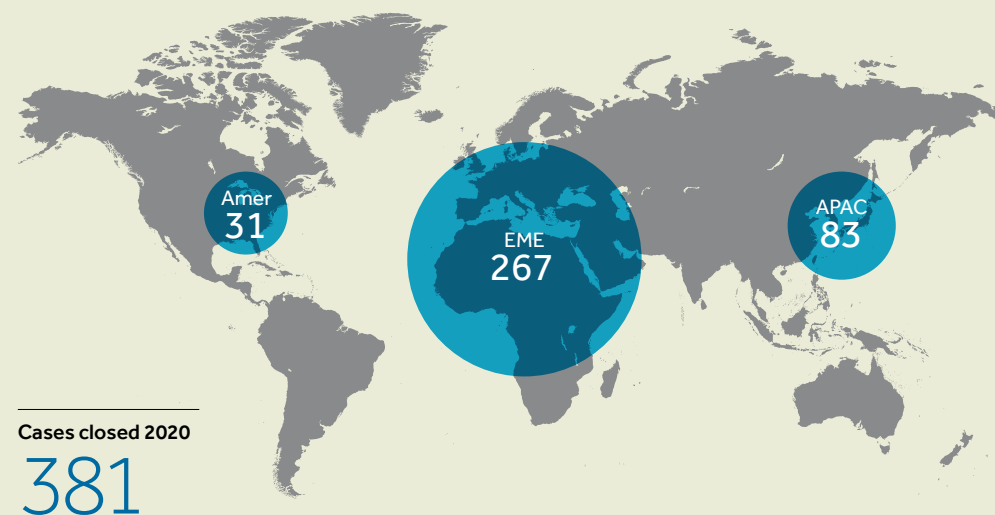
### Whistleblowing cases opened by category



In 2020, the whistleblowing team opened a total of 319 whistleblowing investigations (254 were opened in 2019), of which 129 related to COVID-19 concerns. The majority of the COVID-19 concerns were raised in the early days of the pandemic and are now fully investigated and resolved. Of the 381 whistleblowing investigations closed in 2020, 17% were found to have some level of substantiation.

The whistleblowing team is a Group function which operates globally.

### Whistleblowing cases closed by region



The Chair of the Group Board Audit Committee has been appointed by the Board as the Bank's Whistleblowers' Champion; and has responsibility for ensuring and overseeing the integrity, independence and effectiveness of Barclays' whistleblowing programme across the bank.

In addition, in line with regulatory requirements, there is a Non-Executive Director of BBUKPLC in place to oversee the whistleblowing arrangements in that entity.



## Running a responsible business

Strict policies to protect privacy and keep data secure.

# Managing data privacy, security and resilience

### Data privacy

Across Barclays, we know how important our customers' and clients' data is to them, and we work hard to ensure the privacy and security of all the personal information we collect and use. We also recognise that privacy laws reflect internationally acknowledged human rights values and regard sound privacy practice as a key element of good corporate governance and accountability.

All Barclays businesses and functions are required to comply with our Group-wide Data Privacy Standard. These reflect data protection and privacy laws globally, and are reviewed annually, governing how we collect, handle, store, share, use and dispose of personal information. We place robust controls on third party suppliers to ensure our policies are respected throughout our supply chain.

A Group Data Protection Officer (DPO) oversees our compliance with the GDPR, and reports annually to the highest level of Barclays management on privacy issues and wider data protection risks. Customers and the public may raise complaints and raise concerns with the Group DPO via a centralised DPO mailbox.

All employees globally are required to complete annual mandatory privacy training that focuses on principles and behaviours. To ensure it remains relevant this is reviewed each year; in 2020, it was updated to take account of the need for much of our global workforce to work from home during the Coronavirus pandemic. Additional tailored training is provided as necessary to meet specific needs.

### Data security

In 2020, we continued to strengthen our data security policies and controls to protect the bank's sensitive information and the data that has been entrusted to us by customers and clients.

The advent of the COVID-19 pandemic led Barclays to accelerate the deployment of new technology to provide additional protection against data leakage and the wider challenges of remote working. We also provided specific education to all colleagues on how to stay cyber safe while working from home.

As Barclays accelerates the migration of digital services to the Cloud we have ensured that the design principles that underpin our existing control environment are replicated there and that a comprehensive risk monitoring capability ensures that Barclays can make this exciting business transition safely.

Barclays has also taken additional steps to strengthen our oversight of any data we share with third parties, including suppliers and vendors.

We already set high control expectations as to how data should be managed by third parties. However, this year, Barclays made a major investment in new cyber technology to provide real-time management information that enables our dedicated external controls team to monitor more effectively compliance and assess how rapidly third parties are adapting to new threats.

Barclays has also deployed state-of-the-art technology to scan constantly and interrogate our information stores and data flows to identify security risks and trigger additional safeguards as necessary.

### Data resilience

The Barclays Chief Security Office (CSO) has a set of preventative Key Controls that mitigate cyber-related risks. These focus on understanding internal and external threats and delivering our capability to counteract them. Large-scale data corruption is one Cyber risk on which we are focused. Major risk events have been experienced in the industry and Barclays has responded to protect against those threats. As threats evolve we adjust our stance. Our teams use intelligence to create plausible Cyber Security Compromise Scenarios, that they deliver through real-life simulation exercises to help us focus on continuous improvement.

### Business resilience

As Barclays becomes more digital, technology plays an increasingly important role in how we deliver services for our customers and clients.

The stability and resilience of our systems has a direct impact on the quality of our service.

In 2020 we have made significant additional investments in our infrastructure to guard against risk ranging from large scale data corruption, malware, ransomware and third-party failure.

This is part of a multi-year investment focus (Barclays Resiliency Programme) to ensure we lead the industry in our ability to anticipate and respond to threats to service availability.

We continue to strengthen and regularly test comprehensive recovery plans to be used in the event of a service failure and we remain focused on reducing the volume and impact of operational incidents year-on-year.

Resilience and security is set as a priority from the Barclays Board and is the responsibility of everyone within Barclays. In 2020 we ran a series of executive-led campaigns using training, videos, emails and roadshows to continue to embed a security mindset.

Barclays recognises the importance of third parties in ensuring the uninterrupted provision of services to Barclays customers. We operate a third party resilience programme which determines how critical a service is, the impact of its loss, and the methods for recovery.

Frequent testing helps us to refine these response and recovery mechanisms. We conduct regular assurance on third-parties to assess the quality of their capability.

**Resilience and security is set as a priority from the Barclays Board and is the responsibility of everyone within Barclays.**

## Running a responsible business

Engaging with governments and policy while remaining politically neutral.

# Contributions, associations and memberships

### Political contributions

Barclays is politically neutral and does not engage in party political campaigning or make party political donations as a firm. We engage with governments on issues relevant to our business, our customers and clients, and our employees, and we ensure that any communication undertaken is honest, comprehensive and accurate. Barclays does not give any money for political purposes in the UK, the EU or outside of the EU, nor does it make any political donations to political parties or other political organisations, or to any independent election candidates, or incur any political expenditure.

In the US, in accordance with the Federal Election Campaign Act, Barclays provides administrative support to a federal Political Action Committee (PAC), which is funded by the voluntary and individual political contributions of eligible Barclays' employees. The PAC is not controlled by Barclays and all decisions regarding contributions are directed by a steering committee, which is comprised of employees eligible to contribute to the PAC. The Federal Election Commission, in the US, publishes reports on PAC financial data, including individual contributions to the PAC and PAC disbursements throughout the year.

Barclays also complies with applicable laws and requirements in relation to government engagement and lobbying, as well as the disclosure and publication of lobbying expenditure in all of the jurisdictions in which they are applicable. In the US, the Lobbying Disclosure Act (LDA) database publishes quarterly reports on our lobbying activity, including topics of discussion, Barclays' employees who are registered lobbyists, and government bodies engaged within that quarter.

### Public policy engagement

As a major economic contributor – whether via the customers and clients we serve, the colleagues we employ, or the tax we pay – Barclays believes we have an important role to play as a contributor to the public policy debate. We engage with policymakers in jurisdictions where the firm operates, including with governments, legislatures, trade associations, consumer groups and other organisations like think tanks and NGOs.

In our discussions, we have a responsibility to be accurate, evidence-based and honest. We also believe the firm should only engage on issues where we have a legitimate interest (i.e., where there is a direct consequence for our business, our customers and clients, or our colleagues).

We are committed to being transparent. On our Public Policy Engagement website, we publish material responses to public policy consultations, the agencies we work with in different jurisdictions, and key trade association memberships. (In the US, responses to public consultations are published on government websites.)

Responsibility for the coordination and oversight of public policy advocacy rests with the Group Head of Public Policy and Corporate Responsibility, working in partnership with the regional heads of government relations and regulatory relations via an internal Group Public and Regulatory Policy Steering Group.

Barclays retains the services of public affairs agencies in a number of locations. They mainly assist with political monitoring and strategic advice. In order to meet our accountability and oversight commitments in relation to agencies, we work very closely with them on a day-to-day basis to ensure the Government Relations team has complete oversight of the work being undertaken for us. (In the US, third party advocacy engagement also is publicly reported, as required by the LDA.)

Additionally, the firm is a member a number of trade associations globally. These associations work to represent their members, and for many this includes undertaking work to shape industry's collective response to public policy issues. We seek to be an engaged and constructive member of all associations in which the firm participates. The main mechanism for achieving this is through the committees and working group structures that exist within each trade association. To manage our major trade association engagement and meet our accountability and oversight commitments, the Government Relations team monitors who from the business sits on which working group, and ensures there is a constant two-way flow of information in and out of those forums.



For more information see: [home.barclays/society/esg-resource-hub/reporting-and-disclosures/public-policy-engagement/](https://home.barclays/society/esg-resource-hub/reporting-and-disclosures/public-policy-engagement/)

### Memberships and signatories

Barclays is a member of a number of associations (such as industry associations) and national or international advocacy organisations in which the organisation:

- holds a position on the governance body
- participates in projects or committees
- provides substantive funding beyond routine membership dues, and
- views membership as strategic.



These memberships are available on our website: [home.barclays/society/esg-resource-hub/reporting-and-disclosures/publicpolicyengagement/](https://home.barclays/society/esg-resource-hub/reporting-and-disclosures/publicpolicyengagement/)

### Sustainability memberships and initiatives

At the end of 2020 these were as follows::

- Banking Environment Initiative
- Equator Principles
- United Nations Environment Programme Finance Initiative (UNEP FI)
- United Nations Principles of Responsible Banking
- Thun Group
- Task Force on Climate-related Financial Disclosures (TCFD)
- Barclays Asset Management Ltd and Barclays UK Retirement Fund are signatories of the UN Principles of Responsible Investment (UN PRI), and
- Ceres.

## Running a responsible business

Barclays supports a fair and transparent tax system.

# Tax

### Tax contribution and approach to tax

We continue to make substantial tax payments across the jurisdictions in which we operate, both in terms of taxes paid and taxes collected.

Barclays was ranked as the fifth largest UK taxpayer, in terms of taxes paid, in the most recent PwC Total Tax Contribution survey of the One Hundred Group (100 Group). The 100 Group represents members of the FTSE 100 along with several large UK private companies. Over the last decade, we have consistently been ranked as one of the top five largest UK taxpayers, paying over £14bn of taxes in the UK.

Our approach to tax is aligned with our overall Purpose and Values and has three core objectives:

#### 1. Responsible approach to tax

We manage our tax affairs in accordance with our tax principles and tax code of conduct.

We aim to ensure that our tax returns are filed on time and the correct amount of tax is paid.

#### 2. Effective interaction with tax authorities

We aim to have constructive and professional relationships with tax authorities. We actively support and work with tax authorities to combat tax evasion.

#### 3. Transparency in relation to our tax affairs

We are committed to being a leader in tax transparency by choosing to expand external publications such as the Country Snapshot and making clear disclosures to tax authorities.

We believe that it is important for our investors, customers and clients, regulators, tax authorities and other stakeholders to understand our tax contribution in the countries in which we operate and our approach to tax.

#### Value generated: revenues (total income)

Year	Revenues (total income) £m
2020	£21,766m
2019	£21,632m
2018	£21,136m

#### Dividends paid to shareholders

Year	Dividends paid to shareholders £m
2020	£0m
2019	£1,201m
2018	£768m

#### Note

As a result of the cancellation of the 2019 full-year dividend in response to a request from the PRA, no dividends were paid in 2020.



More information can be found in the Barclays PLC Country Snapshot Report 2020 at [home.barclays.com/society/esg-resource-hub/reporting-and-disclosures/country-snapshot](https://home.barclays.com/society/esg-resource-hub/reporting-and-disclosures/country-snapshot)

#### Government: taxes paid globally

Year	Taxes paid globally £m
2020	£2,113m
2019	£1,797m
2018	£2,175m

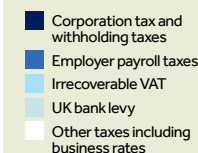
#### Government: taxes collected globally

Year	Taxes collected globally £m
2020	£2,639m
2019	£2,748m
2018	£2,581m

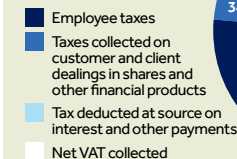
#### Employees: Group compensation costs

Year	Group compensation costs £m
2020	£7,437m
2019	£7,343m
2018	£7,346m

#### Taxes paid globally £2,113m



#### Taxes collected globally £2,639m



**Making a difference for our clients****When I called,  
they were ready**

My business has always thrived on the power of relationships, and I had great expectations from 2020.

I created CMe Media to help British brands with their advertising and campaign needs. Since then, we've grown steadily, winning new clients and business, and this year we were on course to pass the £2m mark.

Then COVID-19 hit, and suddenly everything I had worked so hard for was in danger of being wiped out. I knew I needed to act quickly to protect not only my team, but my growing family too. So, I picked up the phone to Ian Jarvis, my relationship manager at Barclays. Ian was already familiar with my business and my plans for long-term development, so when I called, he was ready. He helped me access a CBILS loan, to ease cash flow and support growth, and worked closely with me to create a solid development plan.

As a result, the business I created and the team that helps drive its success are protected during one of the most challenging times we have faced.

**“**

*I know I need to be incredibly organised and to work smart – Barclays help me with that.*

**Charisse Smith**  
Director, CMe Media  
Fareham



## 4. Our people and culture

- Making a difference for our colleagues

58





## Our people and culture

# Making a difference for our colleagues

### Measuring success

#### Colleague engagement

83%

2019: 77%

#### Females at Managing Director and Director level

26%

2019: 25%

#### "I would recommend Barclays as a good place to work."

87%

2019: 80%

#### "I believe that my team and I do a good job of role modelling the Values every day."

94%

2019: 92%

Events over the last 12 months have affected all our lives, and the disruption has been significant. Nevertheless, we have continued to invest in our colleagues in order to strengthen our business and protect our culture. Our people have shown extraordinary adaptability and resilience, and thanks to them, so has Barclays.

As ever, our approach to our people is informed by the latest thinking in behavioural and data science, and by our capacity to track effectiveness and progress over time.

#### Adapting to challenge

Throughout the COVID-19 pandemic, colleagues around the world have been working incredibly hard to continue to support our customers and clients. Many were designated as frontline or critical workers in the countries in which they work. 70,000 colleagues moved to remote working. At all times, we have worked tirelessly to prioritise each other's safety and wellbeing, as well as taking all the necessary steps to slow the spread of the virus.

We put in place a set of global principles to ensure we were doing as much as possible to support our people. This included instigation of new working patterns and technology. We also helped colleagues cope with some of the personal challenges the pandemic created, including offering paid leave to support self-quarantine, sickness or care for dependants, financial help with childcare and advice made available to help protect physical and mental health. Through our colleague surveys, we have also regularly checked in with our people to better understand the impact that working through the pandemic has had.

Barclays continues to believe that people working together in the same physical location reinforces our culture and helps with collaboration and inspiration. Where possible, and in line with local government guidance, we have instigated gradual returns to office in certain parts of the business and in certain parts of the world. In time, with the safety and wellbeing of colleagues as our priority, we envisage more people will return to on-site working. In advance of this, we have already put in place additional measures to ensure we are COVID-secure, including risk assessments at our sites and Return to Office Crews to support social distancing and minimise risks.

Over the last 12 months, we have learnt an enormous amount about the benefits and challenges of working more flexibly. Ultimately, we believe this will inform our ambitions for future ways of working.

#### Hiring the best people

We continue to focus on hiring people with skills that help us accelerate our digital transformation, as well as the fast-changing needs of our customers and clients.

We are investing in our key sites, including our global Campuses, strategically placed in both urban and rural areas. At the heart of our hiring strategy is our ability to match locations to the local talent pool in that area. This includes reaching out to local communities and upskilling local students. We are acting swiftly to adapt to changes in hiring demands and volumes because of COVID-19, particularly in customer-facing areas where it is now, more than ever, key that we are providing support.

We retain an emphasis on hiring from within. In 2020, we filled around 36% of role vacancies internally and added a further 961 graduates to our internal pipeline of future leaders. This was one of our most gender diverse class of graduates ever, with almost 40% female. COVID-19 has meant moving all candidates to a virtual experience, including for over 2,500 graduates, interns and apprentices. To ensure individuals feel supported and connected to the business, we have appointed talent coaches and created extra opportunities for virtual networking and collaboration so that social connections are formed. We also continue to invest in our flagship career development programmes, including our AFTER programme to support those who have been in the armed forces.

People with different perspectives and life experiences make our organisation stronger. We are committed to attracting, developing and retaining a workforce that is as diverse and inclusive as possible. We are an equal opportunities employer and our policies require us to give full and fair consideration to all populations based on their competencies, strengths and potential. As ever, we are increasingly relying on data and analytics so we can understand how to improve our hiring process.

We also know the importance of measuring our progress. In particular, we have set ourselves a number of targets to ensure we are creating a more gender diverse workforce. Our ambition is to achieve 28% female Managing Directors and Directors by the end of 2021. Currently 26% of our Managing Directors and Directors are female, and 29% of our UK Managing Directors and Directors are female.



## Our people and culture

### Making a difference for our colleagues continued

#### Highlights

##### Graduate hires

961

##### Average training hours per annum per employee (payroll)

13

##### Voluntary employee turnover

6%

##### Employee turnover

9%

#### Developing talent for the future

In response to the pandemic, all development content went virtual in 2020, and we invested a total of £23m in training. We launched e-learning programmes to help people working from home during the COVID-19 pandemic, as well as online training to provide information to help keep everyone safe. Through our regular Here to Listen surveys, we have listened carefully to what colleagues have told us about the realities of working remotely, and tailored our training and support materials accordingly.

A wide range of development opportunities are available to help colleagues build their careers, delivered through our digital learning platform, Learning Lab, which makes development more available than ever. We also continue to operate our two flagship leadership development programmes: our Enterprise Leaders Programme; and our Strategic Leaders Programme, driven by our belief that quality leadership makes a difference to our success. We track the progression of people that have participated in these programmes to see how effective they are.

We have invested in the tools, programmes and technology needed to enable colleagues to work smarter and collaborate more easily so that we can unlock the power of the connections between our people.

In our latest Your View survey, 77% of colleagues told us they have the work tools and resources needed to achieve excellent performance, up 21 percentage points on last year.

We also want to help colleagues balance their work-life with their personal commitments, supporting career development opportunities at each life stage. We offer enhanced maternity, paternity, adoption and shared parental entitlements in all our major jurisdictions.

We remain committed to closing pay gaps at Barclays.



**More information on our UK Pay Gaps in 2020 is available at [home.barclays/diversity](https://home.barclays/diversity)**

#### Creating an inclusive and supportive culture

Creating an inclusive and supportive culture is not only the right thing to do, but also best for our business. It creates a sense of belonging and value and enables colleagues to perform at their best. We focus on five areas: disability, gender, LGBT+, multicultural, and multigenerational. Each area is embedded in the business through colleague networks to provide support and advice, create development opportunities, and raise awareness of issues and challenges. Membership of our colleague diversity networks is at an all-time high, with over 23,000 colleagues now involved in one or more of our diversity networks. This also influences our people policies, teaching us how we need to adapt to give our people the support they need to succeed.

In 2020, we increased our focus on embedding a culture of Inclusion and encouraged colleagues to become allies in the workplace. Through a new toolkit, we supported them to take conscious, positive steps to make everyone feel that they belong, and develop empathy towards another group's challenges or issues.

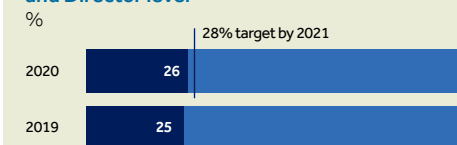
In our Your View survey, 84% of colleagues told us they believe we are all in this together at Barclays, while 82% say they believe leaders are committed to building a diverse workforce. We also closely track the ever-changing composition of our people through online dashboards, to make sure that our senior leaders understand the diverse makeup and needs of the organisation they lead. In 2020, we launched our Inclusion Index which is one way we have been able to measure how included our colleagues feel. It has enabled us to use data to assess the impact of our initiatives and lay a benchmark for monitoring progress year on year.

Our overall Inclusion Index score for 2020 is 76%, while 89% of colleagues say they feel included in their team.

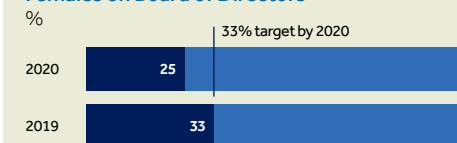
Events last year rightly prompted organisations like ours to appraise what we have been doing to aid the fight against racism, and to ask ourselves whether we can do more. Over recent months, Barclays has worked extensively with its Black colleague forums in both the UK and the US to produce a Race at Work Action Plan.

#### Female colleagues

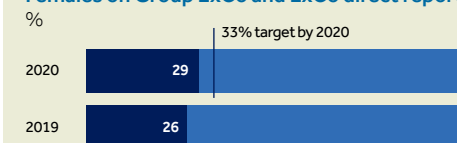
##### Females at Managing Director and Director level



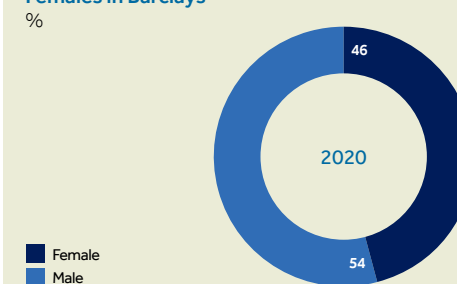
##### Females on Board of Directors<sup>a</sup>



##### Females on Group ExCo and ExCo direct reports



##### Females in Barclays



<sup>a</sup> With the appointment of Julia Wilson (effective 1 April 2021) and Sir Ian Cheshire stepping down from the Board at the conclusion of the 2021 AGM, the percentage of females on the BPLC Board of Directors will increase to 33%. You can read more about gender diversity on the Board in the Board Nomination Committee Report, starting on page 82 of the Barclays PLC Annual Report 2020, available on [barclays.com](https://home.barclays.com).

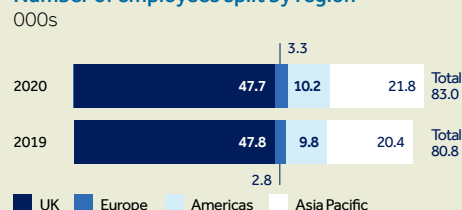
Under the Companies Act 2006, Barclays is required to report on the gender breakdown of our employees, 'senior managers', and the Board of Barclays PLC's Directors. The Group's global workforce was 89,015 (48,447 male, 40,563 female, 5 unavailable), with 495 senior managers (388 male, 107 female), and the Board of Barclays PLC had 12 directors (9 male, 3 female) as at 31 December 2020. This is on a headcount basis, including colleagues on long-term leave. Unavailable refers to colleagues who do not record their gender in our systems. 'Senior managers' includes Barclays PLC Group Executive Committee members, their direct reports and directors on the boards of undertakings of the Group, but excludes Directors on the Board of Barclays PLC. Where such persons hold multiple directorships across the Group they are only counted once. The definition of 'senior managers' within this disclosure has a narrower scope than the Managing Director and Director female representation data provided above.

## Our people and culture

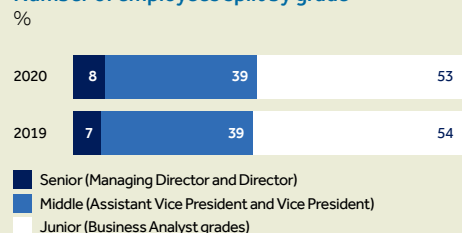
### Making a difference for our colleagues continued

#### Employee statistics

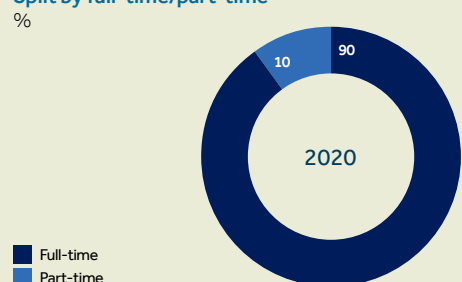
##### Number of employees split by region



##### Number of employees split by grade



##### Split by full-time/part-time



The plan comprises a thorough set of actions that will open up new opportunities to attract, develop, and add to our great Black talent, using data to measure success.

From 2021, we will expand our plan to include all ethnically diverse groups as well as actions to enhance our long-standing support for Citizenship programmes dedicated to tackling racial inequalities in communities, as well as support of this agenda for customers and clients.

We want to become one of the most accessible and inclusive FTSE companies for all our customers, clients and colleagues. We require managers to give full and fair consideration to those with a disability on the basis of strengths, potential and ability, both when hiring and managing. We also ensure opportunities for training, career development and promotion are available to all. As part of the UK Government Disability Confident scheme, we encourage applications from people with a disability, or a physical or mental health condition. In response to feedback at the end of 2019, we undertook a review of workplace adjustment processes in order to improve our colleagues' experience.

Through our BeWell programme, we continue to provide expert advice and guidance on the practical steps colleagues can take to look after their physical and mental health. In 2020, our Mental Health Awareness e-learning became mandatory, and we regularly check-in with managers to ensure they are supporting colleagues' wellbeing. We were also one of the first businesses to sign up to the Mental Health at Work Commitment. In our Your View survey, 83% of colleagues told us that Barclays supports their efforts to enhance their wellbeing.



For more information see the Barclays PLC Diversity and Inclusion Report 2020 at [home.barclays.com/annualreport](https://home.barclays.com/annualreport)

#### A continuous conversation with colleagues

We think colleague engagement should be a two-way exercise, with equal weight placed on listening to our people as it is on keeping them informed. We want to be able to consider our colleagues' perspective when we make decisions, including at the most senior level.

Our regular Here to Listen and Your View surveys are a key part of how we track engagement. In 2020, in part in response to the challenge of the COVID-19 pandemic, we improved the effectiveness and regularity of how we do this.

We saw a five percentage point increase in the response rate to our annual Your View employee engagement survey with 67% of colleagues responding. The results showed an increase in our engagement levels, up six percentage points to 83%, and an increase of seven percentage points to 87%, of colleagues saying they would recommend Barclays as a good place to work. We were also very pleased to see that our colleagues have continued their focus on customer and client feedback, with 81% responding favourably to this question. In addition, 94% of respondents said they believe they and their teams do a good job of role modelling the Values every day, an increase of two percentage points.

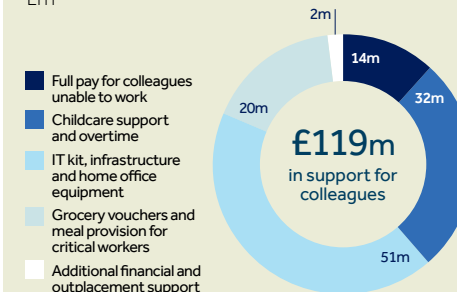
Our colleagues told us that they enjoyed having more flexibility in their lives, with 78% saying they have been able to balance personal and work demands, and 76% saying there is effective collaboration between teams.

With that said, we recognise there are also areas where we need to do more. We saw a one percentage point drop to 78% this year in the number of colleagues who feel it is safe to speak up, while colleague feedback also indicates we have room to make our internal processes more user friendly, with only 65% of colleagues saying work processes make it easy for employees to be productive.

#### COVID-19 support

##### Supporting our colleagues

£m



##### We spent £119m in 2020 to support our colleagues during the COVID-19 pandemic

###### Note

Costs have been taken from multiple sources across our locations. Some of these costs are estimated, and some are reliant on employee self-reporting. The overtime costs include all overtime paid above the normal hourly rate.

## Our people and culture

### Making a difference for our colleagues continued

We maintain an engagement approach that is in line with the UK's Financial Reporting Council (FRC) governance requirements. This extends to those who work for us indirectly as well, such as contractors, although in a more limited way. As of 2020, our supplier Code of Conduct requires organisations with more than 250 employees to demonstrate that they have an effective workforce engagement approach of their own.

The results from our surveys are an important part of the conversations our Executive Committee and Board have about our culture and how we run Barclays. We also update the Board and its relevant sub-committees throughout the year.

We monitor our culture across the organisation, and in individual business areas, through culture dashboards. These combine colleague survey data with other metrics about our business, so leadership can identify areas of continued strength of our culture and areas of focus for leaders.

In addition to these data sources, our leaders engage regularly with colleagues locally to hear what they think. Where possible this year, leaders visited branches or trading floors to support colleagues during the COVID-19 pandemic. However, the majority of engagement activities moved to virtual forums, with opportunities for face to face engagement being more limited due to social distancing requirements, including large-scale virtual town halls, training and development activity, mentoring, informal breakfast sessions, committee membership, ex-officio roles, diversity and wellbeing programmes, focus and consultative groups.

Direct engagement, a comprehensive reporting approach and dedicated time at Board meetings, helps our Board take the issues of interest to our colleagues into account in their decision-making. This has enabled them to confirm that our workforce engagement approach is effective.

We make sure we are keeping everyone up to date on the strategy, performance and progress of the organisation through a strategic, multichannel approach. This combines leader-led engagement, digital and print communication, blogs, vlogs and podcasts. In response to the COVID-19 pandemic, this year we also provided additional regular updates to colleagues to provide practical advice and support, including via a dedicated COVID-19 intranet-page.

We also engage with our people collectively through a strong and effective partnership with Unite, as well as the Barclays Group European Forum, which represents all colleagues within the European Union, and other colleague forums. In 2020 we worked together closely with the specific goal of ensuring the safety and wellbeing of our colleagues throughout the COVID-19 pandemic. Unite strongly supported the transition of many colleagues to homeworking, as well as the introduction of measures to protect colleagues working in our branches and offices. As we progress to return more colleagues to work, our union partners remain centrally involved.

We regularly brief our union partners on the strategy and progress of the business, seeking their input on ways in which we can improve the colleague experience of working for Barclays. The collective bargaining coverage of Unite in the UK represents around 84% of our UK workforce and 50% of our global workforce. We consult in detail with colleague representatives on major change programmes affecting our people. We do this to help us minimise compulsory job losses wherever possible, including through voluntary redundancy and redeployment.

### Our policies

Our people policies are designed to provide equal opportunities and create an inclusive culture, in line with our Values and in support of our long-term success. They also reflect relevant employment law, including the provisions of the Universal Declaration of Human Rights and ILO Declaration on Fundamental Principles and Rights at Work.

We expect our people to treat each other with dignity and respect, and do not tolerate discrimination, bullying, harassment or victimisation on any grounds.

We are committed to paying our people fairly and equitably relative to their role, skills, experience and performance – in a way that balances the needs of all our stakeholders. That means our remuneration policies reward sustainable performance that is in line with our Purpose and Values, as well as our risk expectations.



For more information see the Barclays PLC Fair Pay Report 2020 at [home.barclays/annualreport](https://home.barclays/annualreport)

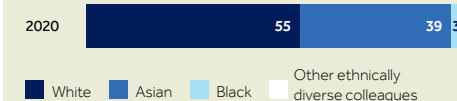
We encourage our people to benefit from Barclays' performance by enrolling in our share ownership plans, further strengthening their commitment to the organisation.

The Directors' Remuneration Report sets out updates on remuneration outcomes and developments during 2020, including the implementation of the new Directors' Remuneration Policy approved at the 2020 AGM.

## Ethnicity split

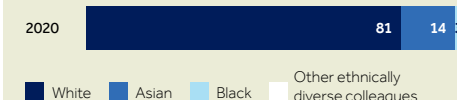
### Global

%



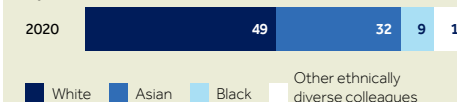
### United Kingdom

%



### USA

%

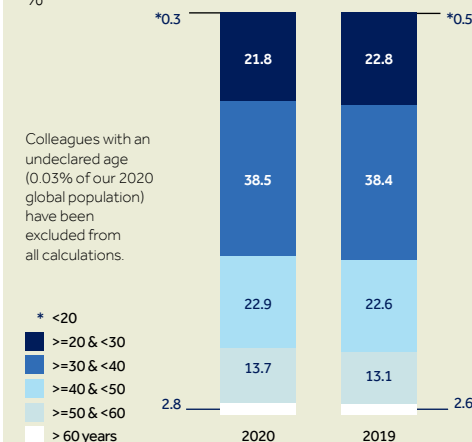


Other ethnically diverse colleagues category includes Hispanic/Latino, Mixed, Native Hawaiian or Other Pacific Islander and Native American. USA and UK relate to Country and not Region. Colleagues with an undeclared ethnicity and/or are based in Continental Europe and the Middle East (21% of our global population) have been excluded from all calculations.

## Multi-generational split

### Age of employees

%



Colleagues with an undeclared age (0.03% of our 2020 global population) have been excluded from all calculations.

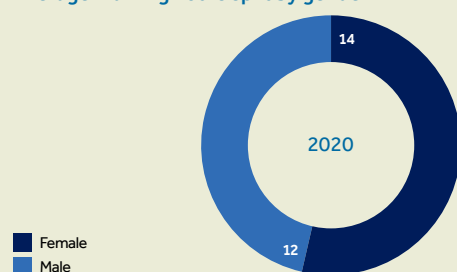
## Our people and culture

### Making a difference for our colleagues continued

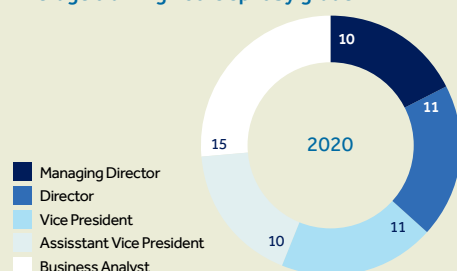
#### Training

##### Average hours of training per year per employee

##### Average Training hours split by gender



##### Average training hours split by grade



#### Training and development

At Barclays, we believe it's important to foster an environment which supports our people to continuously grow and develop. We are committed to investing in our people at all stages of their career to help them develop both in their existing role and future career, and our strategy is to provide colleagues with a balance of formal and informal learning and great on-the-job development experiences. Our goals are to develop the skills which will help us accelerate the digital transformation of our organisation and adapt to the changing needs of our customers and clients, while helping our people build their careers. We have a wide variety of development programmes and training available. We have developed a new digital learning platform called Learning Lab which is the gateway for colleagues at all levels to access learning and development to support them in the jobs they do today and help them prepare for future opportunities. This learning, available in a variety of forms, aims to develop their technical job specific skills, personal skills, and leadership skills. This is in addition to locally led, line manager owned activities. We have a number of corporate memberships with industry experts, allowing our colleagues to remain up to date with the latest developments and trends. In line with our global study policy, Barclays also encourages colleagues to study for degree programmes and professional qualifications that benefit the business and support their development. In partnership with leading community organisations we are committed to addressing critical skills development and employability opportunities.



*Creating an inclusive and supportive culture is not only the right thing to do, but also best for our business. It creates a sense of belonging and value and enables colleagues to perform at their best.*

## Our people and culture

### Making a difference for our colleagues continued

We promote a culture of continuous feedback and encourage all of our colleagues to have regular performance conversations with their line manager throughout the year. These are done in addition to the formal annual performance review process for all permanent employees at year end where both 'what' has been achieved as well as 'how' they have been achieved are reviewed. This ensures our colleagues are able to continually broaden their skills, emphasising their personal development and career goals and work in a way which mirrors our Values.

The Barclays Leadership Framework provides a definition and expectation of leaders at Barclays to help colleagues plan their own leadership development. The framework is used across all levels of leadership – from new line managers, all the way through to our Group Executive Committee, supported by a variety of manager and leadership development training opportunities. We have also invested in our future leaders through two new leadership development and people management programmes. We remain focused on identifying talent based on objective assessment and are continuing to increase our use of analysis and insight to identify potential future leaders. We develop our successors and ensure that we have a strong pipeline of internal talent with the potential to step into critical roles in the future.

We measure the success of our development offering through our employee engagement survey, tracking the progression of participants from our leadership development programmes, and tracking our levels of retention, and internal mobility. These measures feed into our training and development approach, enabling us to focus action on the right areas for our workforce.

#### Benefits

Barclays provides a comprehensive rewards package to employees, comprising a competitive salary, and discretionary annual bonus, further complemented with benefits such as pension, private healthcare, life assurance, holiday entitlement, and many other options to support colleagues at work and in their home life. We also provide the opportunity for our colleagues to benefit from Barclays share price performance by enrolling in our all-employee share plans.



For more information see: [home.barclays](https://home.barclays)

#### Family leave

We are committed to ensuring that Barclays is an inclusive workplace, where everyone feels supported, valued and respected. As part of this commitment, we offer support for families, parents and carers to help enable our colleagues to balance their professional and personal lives. Our policies are considered in line with local practices and statutory requirements, and we offer enhanced maternity, adoption, paternity and shared parental entitlements in all our major jurisdictions which exceed statutory requirements. Our policies apply to all employees regardless of gender identity or sexual orientation.



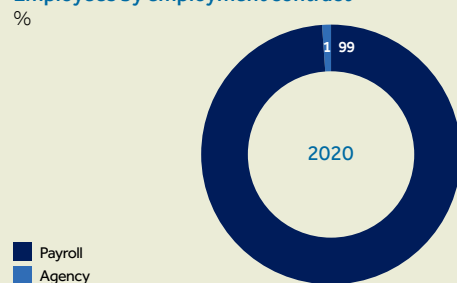
We have published our offering by location, to be transparent with prospective employees, available at [home.barclays/careers/working-at-barclays/family-policy](https://home.barclays/careers/working-at-barclays/family-policy)

# Our people and culture

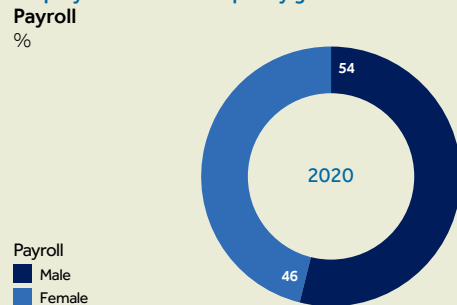
Making a difference for our colleagues continued

## Employees

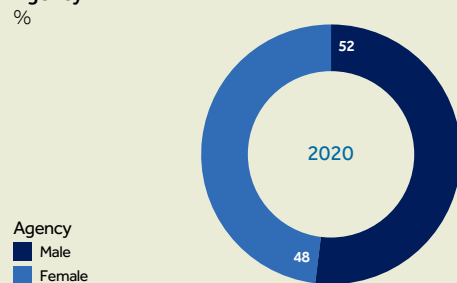
### Employees by employment contract



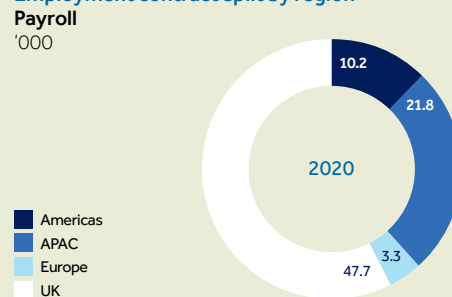
### Employment contract split by gender



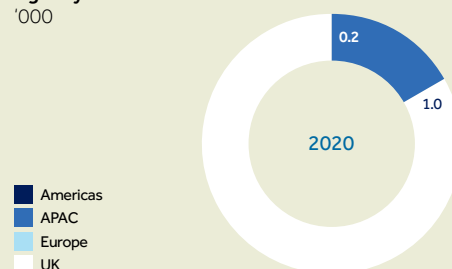
### Agency



### Employment contract split by region



### Agency

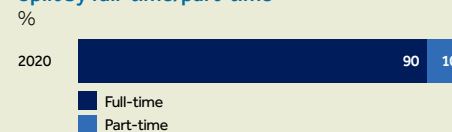


**Payroll:** refers to colleagues employed directly by Barclays, on Barclays payroll and on a Barclays contract.

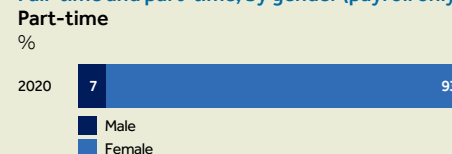
**Agency:** refers to temporary staff paid through a third party for a defined term.

The majority of Agency workers in Barclays are based within the UK and India and are part of our Barclays UK and Operations and Technology businesses.

### Split by full-time/part-time



### Full-time and part-time, by gender (payroll only)



### Full-time



### Voluntary turnover and hiring rate

	Voluntary Turnover		Hiring	
	Voluntary Leavers by age	Voluntary Turnover Rate by age	Total Hires by age	Hire Rate by age
Below 20	30	8.8%	236	69.1%
20-30	2,065	10.6%	5,128	26.4%
30-40	2,001	6.0%	2,955	8.8%
40-50	672	3.4%	1,057	5.3%
50-60	445	3.8%	456	3.9%
Above 60	206	9.7%	54	2.5%

Voluntary Turnover and Hire Rate by age are calculated as follows: voluntary leavers or hires by age for 2020, divided by the headcount by age for the same period. Numbers are based on headcount. Colleagues with an undeclared age (0.03% of our 2020 global population) have been excluded from the calculations.



## Making a difference for our colleagues

### Prioritising wellbeing helped us through

I've learned the importance of physical and mental wellbeing at work over the past year. Like so many others, I lost friends and family due to COVID-19 and suffered from the anxiety that came from the pandemic and the various lockdowns.

My managers at Barclays were generous in giving me time and support when I needed it most. So, it was important for me to ensure the team I oversaw felt the same sense of commitment and care. We benefitted from the creation of an online wellbeing portal with a growing store of practical resources, and a variety of hands-on virtual events that allowed us to share personal stories and advice. The Barclays Cycling Club was also a real help. We had a number of virtual rides that helped me spend time by myself uninterrupted.

As a result, we have become closer as a team and created a balance that has helped us, our families, and our customers cope better with some of the issues we've faced.



*It was important to ensure my team felt the same sense of commitment and care.*

**Push Gumaste**

Global Head of International Corporates,  
Corporate Banking  
London



## 5. Investing in our communities

■ Unreasonable Impact	67
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## Investing in our communities

Partnering with employers, Barclays is helping to build skills and break down barriers, to enable people to succeed now and in the future.

# Unreasonable Impact

Unreasonable Impact is a global partnership between Barclays and Unreasonable Group. It supports growth-stage entrepreneurs whose ventures have the potential to employ thousands of people worldwide while solving some of the world's most pressing social and environmental challenges.

To date, the programme has worked with 163 ventures, providing them with the resources, mentorship and a global network needed to rapidly scale their companies.

Unreasonable Group estimates that collectively these companies have supported 37,000 new jobs, reduced greenhouse gas emissions by 55 million tonnes and have positively impacted over 220 million people.

In 2020, all of our Unreasonable Impact programmes were delivered virtually, continuing with our aspiration to have supported 250 high-growth businesses that make a positive difference for society by 2022.

In addition, as a direct response to the outbreak of COVID-19 and as an extension of Unreasonable Impact, Barclays and Unreasonable Group launched the Unreasonable Impact COVID-19 Response Initiative that awarded \$2 million USD in grants to Unreasonable ventures that had pivoted their businesses to combat challenges related to the pandemic. The initiative not only recognised the innovation and speed at which these companies mobilised but looked to amplify their impact.

These ventures took the stage with world-class keynote speakers to share their impactful work at two virtual global summits in July and September of 2020. They also presented challenges they were facing in scaling their innovation. Viewers were encouraged to offer their support to the ventures and become part of their solutions. Over 450 commitments and offers of help were made over the course of the two events.



More information can be found in the **Unreasonable Impact COVID-19 Response Initiative Report**: [issuu.com/unreasonablegroup/docs/unreasonable\\_impact\\_covid-19\\_response\\_global\\_summi](https://issuu.com/unreasonablegroup/docs/unreasonable_impact_covid-19_response_global_summi)



## SOURCE Global

SOURCE Global's mission is to make drinking water an unlimited resource. Their Hydropanel systems create drinking water simply from sunlight and air – made possible by the combination of thermodynamics, materials science, and controls technology.

Throughout the pandemic, the Navajo Nation has had one of the highest per-capita COVID-19 infection rates in the US with a large portion of their members living in remote environments that lack running water, crucial for being able to safely quarantine at home.

Through the Unreasonable Impact COVID-19 Response Initiative, SOURCE Global was able to provide clean drinking water to Navajo families by donating and installing Hydropanels in their homes, helping their community reduce their risk of exposure to the virus.

Find out more here: [theatlantic.com/sponsored/barclays-unreasonable-group-2020/zero-mass-water/3469/](https://theatlantic.com/sponsored/barclays-unreasonable-group-2020/zero-mass-water/3469/)

## Investing in our communities

A vibrant, skilled workforce ensures that businesses can thrive and that individuals, along with their families and wider communities, can achieve financial independence and security.

# LifeSkills

Through LifeSkills, Barclays is helping to build skills and break down barriers, to enable people to succeed now and in the future – both for those already in work, and those looking for work. We work together with experienced partners and employability experts to develop meaningful and innovative programmes that deliver a significant positive impact over the long term.

LifeSkills gives people across our UK home market the skills, knowledge and confidence they need to get into, progress and succeed in work. The programme has already helped over 12.4 million people since 2013 and is committed to helping a further 3.6 million people by 2022. Independent evaluation shows evidence that young people are using what they have learnt through LifeSkills to secure employment and manage their finances more effectively.

In 2020, LifeSkills responded to the COVID-19 crisis by quickly developing a suite of online learning content to support educators, families and young people through home schooling. This content included money management, employability skills and wellbeing. We developed content to support SME's in the UK in supporting their workforce with topics such as financial resilience and wellbeing. Further, we published a series of articles and films for adults sharing guidance on starting a social enterprise, solving problems, managing money and mental health and using online job tools. We worked with our charity partners to adjust their activity delivery to ensure skills training could still take place in some way during the year.



## LifeSkills during COVID-19: Wellbeing

When the cruise ship industry, where she was working since graduating from university, had to stop operating due to the COVID-19 pandemic, Emily experienced a period of uncertainty, followed by an abrupt termination of her contract.

The idea of looking for a new job at the height of a pandemic, while the lockdown was at its strictest, was scary, but with no prospect of any income beyond the short notice pay that was provided by her employer, Emily had no other choice but to get on with it. She considered and tried many different options and tried to remain positive and open-minded. "I was looking at many different things because when I came back from working away, I thought I needed to do something to get back into work on land again. I thought I needed to try different sectors, even if I didn't have the required qualifications or experience. I thought it was important to remember what I can do". She registered with several recruitment agencies, national and local, to help her find something matching her skills.

She didn't let the volume of job applications she was submitting and lack of immediate success get to her. She remembered from the time of looking for her first permanent job as a university graduate that getting a job can mean many applications and many rejections, she learnt to view them as part of the process.

Emily viewed the situation as an opportunity, one that could enable her to learn new skills and gain useful experiences, and even be useful for her career development in the long term. She used the LifeSkills programme to help her think about what she could do and to update her CV.

"Because I've been out of university for five-six years now, I needed some kind of a refresher, about how to do a CV, and apply for jobs. Having looked at the LifeSkills website, I started changing my CV, which was very generic before, so that it was targeted to the jobs I was applying".

Emily's positive attitude and persistence paid off: despite the pandemic and its impact on the economy and the job market, she managed to secure a job in sales and retention. "It's been a struggle, but it's been a bit of an adventure too, because it's just been like 'what could I go and get into again'. I went away because it was so hard to get a job coming out of university, with all the competition, so I thought I'd do something different. Coming back into it, it's been a bit of a crazy nightmare, but we got there in the end". Long term, Emily wants to be a secondary school business teacher, which she views as a job that would be rewarding and enable her to 'give something back', but she knows that she needs to develop her skills and experiences before she can do that.

## Working with young people

Throughout 2020, the LifeSkills programme has continued to build on its scale across the UK while maintaining a focus on depth and impact, tackling the deeper issues and challenges faced in the UK. We are working closely with our education charity partners Business in the Community and the Talent Foundry, as well as with schools and local authorities to ensure that

we can best support young people as they return to the school environment in the new academic year.

As part of our Rebuilding Thriving Local Economies initiative, our LifeSkills activity with young people in Bury, Kilmarnock and Taunton Deane will be delivered virtually in the 2020/2021 academic year and has been carefully designed to ensure impact and engagement with young people, who need it most, remains paramount.



## Investing in our communities

### LifeSkills continued

#### LifeSkills for adults

The programme is also working with nine new charity partners to help tackle key issues faced specifically by adults in the UK labour market. We have been providing support to groups and individuals most in need during the COVID-19 outbreak on topics including work progression, staying in employment, supporting an ageing workforce and increasing employment skills levels. Further, we have continued to support organisations such as housing associations, charities and the JobCentre Plus Work Coaches who are working with adults to improve their employability and financial management skills.

LifeSkills achieves its aims through:

- a dedicated website providing free interactive online tools and resources tailored to their stage in life
- the provision of 30+ modules for organisations such as charities and housing associations to use with adult learners, who are looking to improve their employability skills or financial management. These can be used directly with individuals or small groups to learning in areas such as banking basics, budgeting, debt management, finding and applying for jobs, CV writing, and interview skills, and
- working with dedicated charity partners focused on specific interventions aimed at tackling issues such as in-work poverty and an ageing workforce.

#### Digital skills

Our network of Digital Eagles is helping our customers, as well as the wider community, to develop and improve necessary digital skills. In 2020, we have pledged to support 500 care homes to boost their digital skills, giving staff the knowledge they need to keep residents connected to those they love and get access to remote medical appointments to reduce face to face contact for residents and keep them safe.

We have also increased our virtual Code Playground session and launched a brand new Code Playground website to support teachers with the tools they need to bring the coding curriculum to life in their classroom. The website also helps parents get to grips with coding so they're able to confidently support their children with homework and learning outside the classroom. We've moved our Tea and Teach sessions online: we have a series of videos able to help people of all levels boost their digital confidence and safety online, as well as offering 'live' remote sessions to allow people to ask questions in the moment.

These activities are complemented by Barclays Digital Wings, our free online learning platform for digital education, which has recently undergone a full content and platform rebuild.

While the COVID-19 outbreak has meant that the face to face interventions of our Thriving Local Economies initiative have been largely paused for 2020, we continue to engage and work with local stakeholders (both internal and external) to better understand the evolving challenges faced by those living and working in the pilot areas. The initiative, to be renamed 'Rebuilding Thriving Local Economies', will pick up momentum from the early new year and the fourth and final pilot (the 'coastal' pilot) is due to be launched. We are continuing to work hard to understand the local economies of the pilot areas and how we can support the rebuilding of resilient and thriving local economies.

#### Students report



81%

students report an improved awareness of their own strengths and skills

#### Students feel



79%

students feel better prepared to make future career decisions

#### Students feel



85%

students feel more positive about future

#### LifeSkills received positively



79%

students rating LifeSkills as good/very good

#### LifeSkills received positively



91%

teachers rating LifeSkills as good/very good



## Investing across the UK with LifeSkills



12.4m<sup>Δ</sup>

overall participation since launch in 2013 (2020: 2.33m<sup>Δ</sup>)

Δ Data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

#### Adults feel



95%

adults feel more positive about future

#### Adults report



95%

adults report an improved understanding of how to use technology to look for work

Note: The number of institutions and educators currently actively engaging with LifeSkills may differ.



## Investing in our communities

Connect with Work supports people who face barriers getting into work by providing tailored skills training and connecting them to businesses that are recruiting – including Barclays' clients and suppliers.

# Connect with Work

The programme works with people who want to get into work but, for a number of reasons, face challenges – such as a lack of experience or confidence, fewer educational qualifications, care requirements or disabilities – and helps them to develop the skills, connections and opportunities that provide a way in, or back into the workforce.

Working across a variety of industries, and in some of the fastest growing sectors of the economy, Connect with Work provides employers with access to a unique, but often overlooked, pool of talent that exists in the communities where we live and work. This enables employers to diversify their recruitment efforts and gain access to new hiring channels.

Barclays made a commitment to support 250,000 people to get into work through the Connect with Work programme by 2022. As we feel the full force of the social and economic crisis caused by the COVID-19 pandemic, it's more important than ever to work together with businesses and charities to break down barriers to work and support access to jobs.

To continue to deliver the programme and reach the increased number of jobseekers, our charity partners have been offering virtual employability support to jobseekers – and hundreds of colleagues around the world have volunteered by sharing their skills and guidance as participants take their next steps into employment.

## Developing healthcare careers in India

In Asia Pacific, Connect with Work training has helped thousands of people, including Gomathy from the Namakkal district in Tamil Nadu, India, to get into work in the healthcare sector. Gomathy's father runs a street snack shop business which was unable to generate enough income during the crisis to support Gomathy, as well as her mother and two brothers. Seeing the hardship that this caused for her family, Gomathy wanted to start work so as to help both her family and others at this time. Fortunately, the technical skills training she had received through Connect with Work meant that she was able to secure work with an organisation that builds mobile apps to link doctors, pharmacies and patients online, and she is now in a position to support her family financially and give back to society.

In recognition of the impact the crisis has had on different sectors, the programme is evolving to focus on industries that have the greatest potential for growth and job creation, such as the digital sector, and we're looking to address regional inequalities by targeting those communities most affected.

## Supporting people into work at Co-op stores across Greater Manchester

Aiden, from Wythenshawe in Manchester, was struggling to find a job. "The pandemic had a huge knock-on effect on anyone looking for any kind of work. Instead of 100 people going for the job that I was applying for, there were 500 people."

He took part in the Co-op's 'Retail Futures' programme – part of the Connect with Work partnership with Barclays and The Prince's Trust – completing virtual training on working in retail, employability skills from Barclays colleagues and a 5-day in-store work placement.

Aiden was offered a permanent job and is planning to progress to a management role: "I'm looking at building myself more, becoming a team leader and taking on a bit more responsibility."

**The Connect with Work programme is great for learning skills and builds you for future opportunities.**

Aiden, Connect with Work graduate

## Connect with Work

Number of people placed into work globally

49,700<sup>Δ</sup>

2019: 66,600

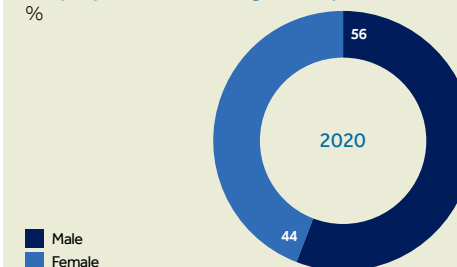
Δ 2020 data subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to page 111.

Businesses engaged to help provide job placements for 49,700

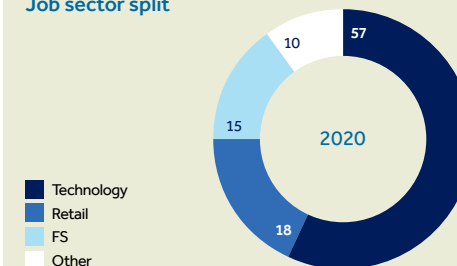
1,193

2019: 4,200

People placed into work gender split %



Job sector split



## Investing in our communities

### Connect with Work continued

In the Americas, we partnered with Per Scholas on a 12-week java developer course, a curriculum that was co-created with the Barclays Technology team, and supported the transition to 100% remote learning at the start of the COVID-19 outbreak in New York. 20 students graduated from the course. In the UK, alongside the global employment platform, LinkedIn, we hosted an online training event to support 100 Connect with Work jobseekers learn how to better structure their LinkedIn profile. To help participants further build the skills they learnt at the event, more than 100 Barclays colleagues also volunteered their time to review participants' newly created LinkedIn profiles.



For more information see: [home.barclays/news/2020/06/insights--we-re-helping-people-find-long-term-sustainable-employment/](https://home.barclays/news/2020/06/insights--we-re-helping-people-find-long-term-sustainable-employment/)

### Investment in the community

Barclays supports communities by investing money and skills in partnerships with respected non-governmental organisations, charities and social enterprises. This year, we were also proud to launch our £100m COVID-19 Community Aid Package, helping communities deal with the unprecedented social and economic crisis caused by the COVID-19 pandemic. Our investment amounted to £134.5m in 2020 (2019: £44.6m) including charitable giving, management costs and monetised work hours of Barclays colleagues.

### Charitable giving

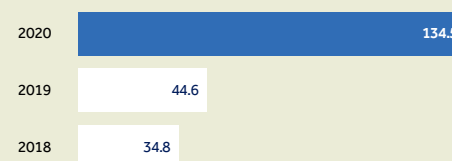
Barclays supports colleagues who choose to fundraise for the causes they are passionate about through our Matched Fundraising programme. This year, we also launched the COVID-19 Colleague Matched Donations Programme as part of our COVID-19 Community Aid Package, which matches colleagues' personal donations and active fundraising to their chosen charities supporting communities impacted by the pandemic.

In 2020, through these matching programmes, we supported more than 6,000 colleagues globally to fundraise or give to their chosen charities, with a total of £11.4m raised for charities around the world. We further supported 13,500 colleagues to donate via our Payroll Giving programme, which saw us match a total of £1m in 2020.

## Investing in our communities

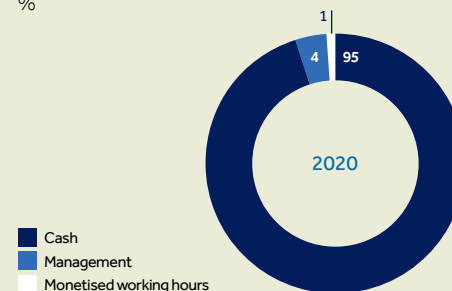
### Global investment in our communities

£m



### Global investment in our communities

%



There is no generally accepted standard definition for calculating community investment. Barclays' refers to the London Benchmarking Group methodology. Cash and management costs are based on entries from the general ledger for the direct cost of delivering and management of our Citizenship programmes and business-led donations. Monetised working hours are calculated based on colleague self-reporting using average staff costs calculated by HR and may not reflect the average pay among volunteering population.



See our 2020 ESG Reporting Framework for a detailed definition: [home.barclays/esg](https://home.barclays/esg)

## Making a difference for society

**I'm feeling positive for the first time in years**

I've suffered from mental health problems for a while and haven't been able to work for the past few years. When COVID-19 hit, I quickly found myself unable to cope. The challenges created by lockdown and additional financial pressures meant I really struggled.

I couldn't rely on my family for help during isolation – they had lost work and were struggling too – so I didn't have anyone to turn to. And with so little money, I was often faced with the choice of paying my utility bills or buying food.

Then a charity called Family Action helped change my life. They champion those facing poverty, mental health problems, domestic abuse, or learning difficulties. Thanks to a partnership with Barclays and their £100m COVID-19 Community Aid Package, the team at Family Action were able to help me, as well as an extra 4,000 other vulnerable families through the UK.

Within days they helped me apply for a Survival and Recovery Grant, funded by the Bank, and provided me with additional support. For the first time in years, I am feeling so much more positive about life.

//

*For the first time in years,  
I am feeling so much more  
positive about life.*

**Nicola**  
Family Action beneficiary

# Additional disclosures

Our governance, our ESG ratings, and more information about our business under the Principles for Responsible Banking (PRB), the Sustainability Accounting Standards Board (SASB) Standards and the Global Reporting Initiative (GRI) Standards



## Governance

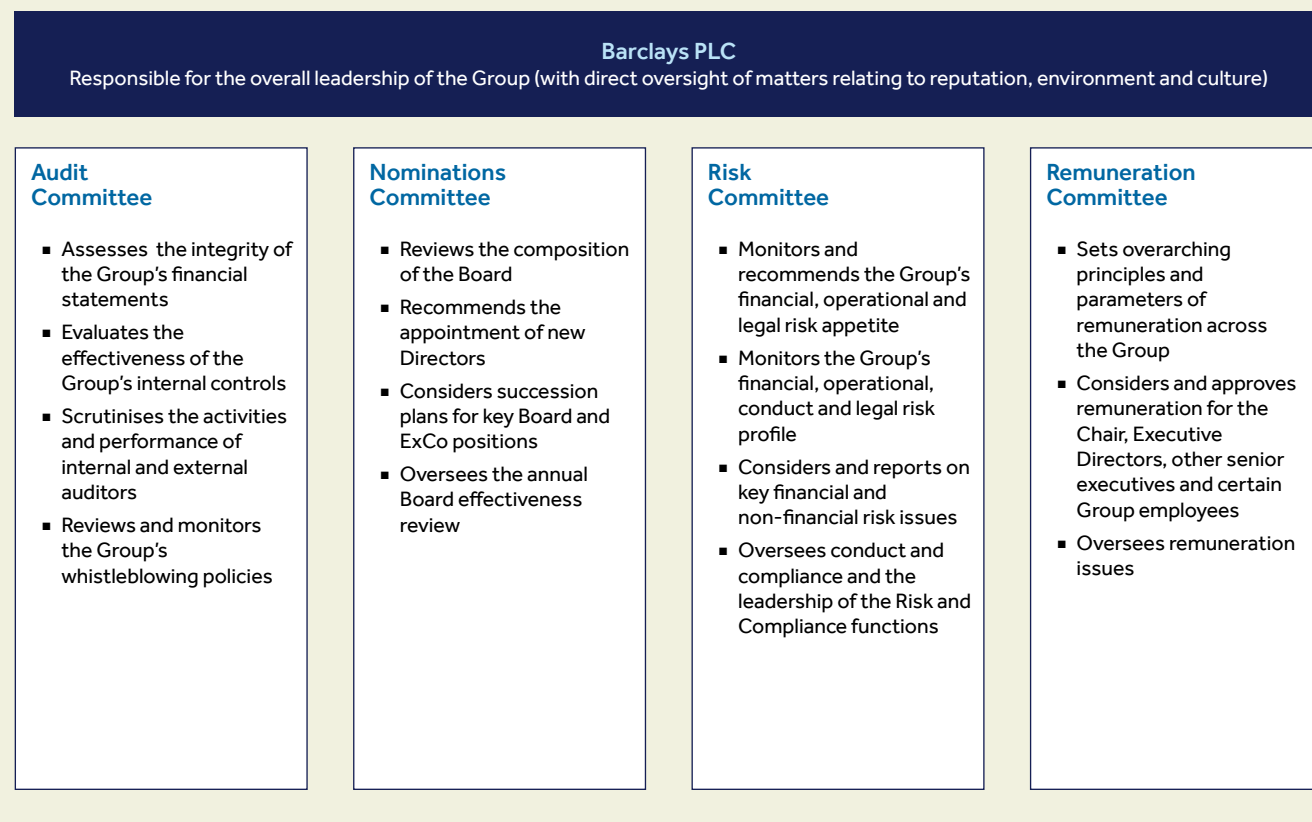
The Board views governance as how it makes decisions and provides oversight in order to promote Barclays' success for the long term benefit of its shareholders while having regard to the interests of its other key stakeholders – our clients, customers, colleagues and the communities in which we operate. Effective governance facilitates the delivery of Barclays' Purpose and strategy, particularly in challenging times.

### Our governance framework

Barclays is a large, diversified organisation. The Board is committed, through its governance model, to driving Purpose-led decision-making and to delivering accountability to our stakeholders. Our Group-wide governance framework has been designed to facilitate the effective management of the Group across its diverse businesses by our Group CEO and his ExCo, while preserving the constructive challenge, support and oversight of the Group's major subsidiary boards in the UK, Ireland and the US, consistent with their respective legal and regulatory responsibilities and in compliance with UK ring-fencing requirements.

The Barclays PLC (BPLC) Board is responsible for setting the strategic direction and risk appetite of the Group and is the ultimate decision-making body for matters of Group-wide strategic, financial, regulatory or reputational significance. BPLC is the Group Parent company and has a premium listing on the London Stock Exchange. Each of its main operating entities, Barclays Bank PLC (BBPLC), Barclays Bank UK PLC (BBUKPLC), Barclays Bank Ireland PLC, Barclays US LLC and Barclays Bank Delaware, has its own board comprising Executive and Non-Executive Directors. Each also has its own board committees. These main operating companies are supported by BX, the Group-wide service company providing technology, operations and functional services to businesses across the Group.

### Board governance framework





## Governance continued

Membership of the BPLC and BBPLC Boards was consolidated and streamlined in 2019 and this has led to significantly improved coordination and efficiency and reduced complexity and unnecessary duplication. Membership of the BBPLC Board became a subset of the BPLC Board, with all members of the BPLC Board, except the Senior Independent Director (SID), the Chairman of BBUKPLC and one other Non-Executive Director, also serving on the board of BBPLC. In 2020, the BPLC Board's Nominations Committee reviewed the effectiveness of the consolidated structure and considered that this partial consolidation had continued to deliver its intended benefits and was operating effectively, giving due regard to matters relevant to each individual entity.

### The Board's key areas of focus in 2020

We believe that effective governance facilitates the delivery of Barclays' Purpose and strategy, particularly in challenging times. Throughout the COVID-19 pandemic, our Board has been keenly focused on protecting the health and wellbeing of our workforce and supporting our customers, clients and other stakeholders, while ensuring that Barclays remains secure and resilient, both financially and operationally. The challenges created by the COVID-19 pandemic provided the Board with a unique opportunity to consider how to balance decisions in a way that optimises our Purpose and takes into account the interests of all our stakeholders.

This requires a Board in which constructive challenge, openness and diversity of background and opinion are prized, along with a commitment to act fairly and in the interests of all our stakeholders. The Board is well placed to help Barclays stay true to its Purpose.

Set out below are some of the key areas of focus for the Board in 2020.



**You can read more about these and the other key areas of focus for the Board on pages 68 to 70 of the Directors' Report in the Barclays PLC Annual Report 2020.**

The Board discharged its responsibilities in 2020 as described in the high-level diagram on this page.

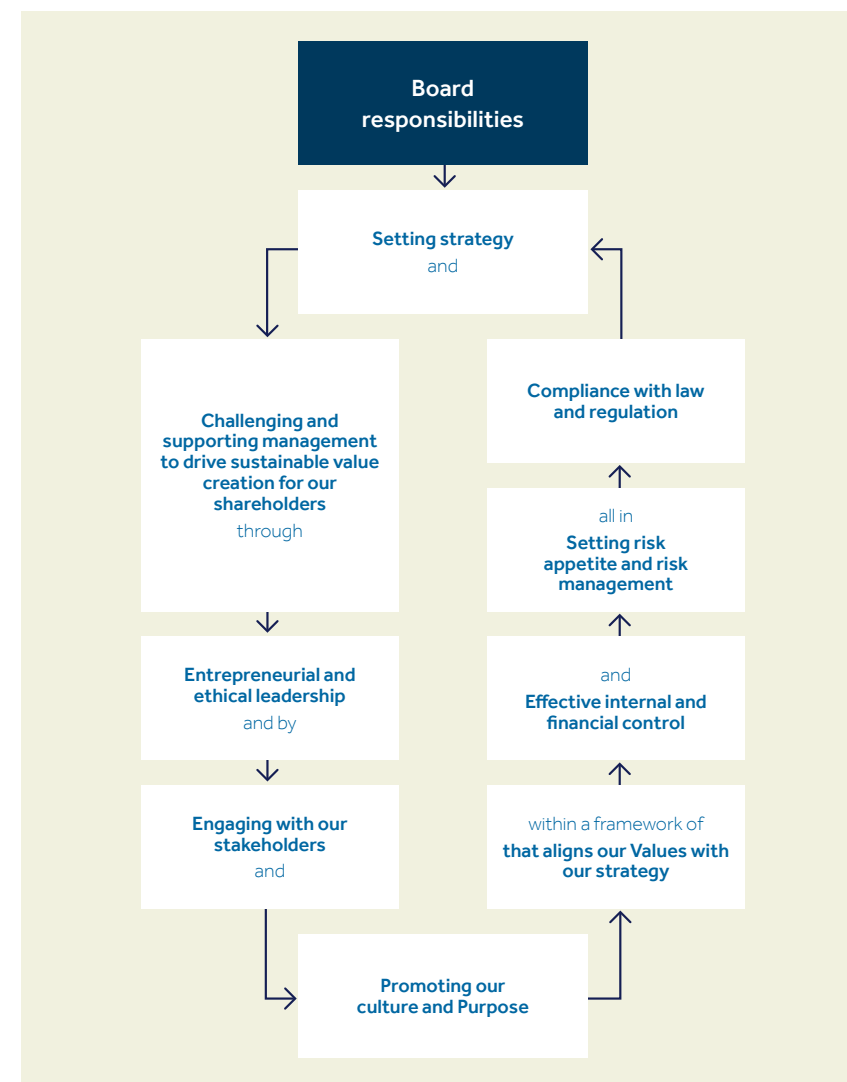
### Key priorities Reviewing our Purpose and Values

In 2019, the Board considered, together with management, the extent to which our Purpose had been fully embedded across the Group. While concluding that our Purpose was integrated into many of our key processes and decision-making forums, the Board was of the view that there was potential for our Purpose to be reinvigorated such that it is better connected with our stakeholders and what we do on a day to day basis as a bank and is deeply embedded in our decision-making.

The last 12 months have been immensely challenging for the firm and our colleagues, but they have also shown Barclays at its best: who we are, what we stand for, and how quickly we can move to get things done.

We want to reinforce that clarity and conviction about our Purpose and our Values, and stay true to that way of thinking about how we take action at pace. Accordingly, during 2020, the Board approved the introduction of a new, extended narrative of the Group's Purpose and the refreshed descriptions of our Values to make sure they are still relevant for the challenges ahead.

Our reinvigorated Purpose to '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,' is intended to serve as an expression of purpose which encapsulates our position as a universal bank providing global financial services and resonates with colleagues and all of our stakeholders.



## Governance continued

We updated and refreshed the language in the descriptors for each Value to better reflect who we are today, modern societal expectations and things we should explicitly prioritise – such as inclusion and sustainability. Our Values remain core to how we individually 'show up' in the organisation: they are our moral compass and will continue to be used as a mandatory measure of individual performance.

We believe that positive culture, supported by effective leadership and a consistent 'tone from the top' is crucial to our success. As such, culture remains a core focus for the Board and it is reviewed in a number of ways including:

- analysis of colleague survey results, reviewing and discussing colleague sentiment and feedback on areas including colleague wellbeing and engagement
- direct engagement with colleagues locally to hear their views through channels such as town hall meetings, talent sessions and office visits
- review of our people policies, which are designed to provide equal opportunities and create an inclusive culture, in line with our Values and in support of our long-term success.

The Board reviewed Barclays' method of workforce engagement during 2020 and concluded that it had been effective, with many direct engagement mechanisms moving to digital channels. Our workforce policies and practices were also reviewed and the Board agreed they were consistent with our Values and supported the long term sustainable success of the Group. Feedback from our colleagues indicated that the COVID-19 pandemic had accentuated many aspects of our culture, manifesting itself in improved execution speeds, higher levels of colleague engagement and a belief among a majority of colleagues that our culture had improved.

The Board has also carefully reviewed and endorsed how we define how we want to get things done at Barclays – what we will call our mindset: 'Empower, Challenge, Drive'.

Alongside our strategy, and our strong commercial positioning, our Purpose, Values and Mindset will provide the foundations to move to the next phase of our cultural and commercial journey, supporting us to fulfil our obligations to our shareholders, colleagues, customers, clients and wider society, in the spirit of the common good.

### Governance through the pandemic

The current COVID-19 related challenges are unprecedented in nature and, as the Board has discussed at length, the macroeconomic environment brings a significant degree of uncertainty. This has far-reaching impacts across the Group, raising significant matters for consideration by the Board in the context of the Board's responsibility for the long-term sustainable success of Barclays, generating value for shareholders and contributing to wider society, as well as for the culture of the Group more broadly. It has also required the Board to focus on how best to try to protect the health and wellbeing of colleagues and customers and, particularly in the context of the AGM arrangements, that of shareholders as well. Updates presented to the Board through the pandemic have reported on a range of stakeholder interests including matters which are key to the Group's reputation, such as business model impacts, colleague considerations, support for customers, clients and the communities in which Barclays operates, engagement with regulators, and the Group's support for customers and communities through the pandemic.

→ You can find more information about how the Board thinks about strategy and our Board governance through the pandemic in the Barclays PLC Annual Report 2020. See, in particular, the Section 172 Statement on pages 18 to 21 and 'Key areas of focus in 2020' on pages 68 to 70.

### Climate change

The Board has direct oversight of social and environmental matters, including climate change. The Board recognised that Barclays can, and should, make a real contribution to tackling climate change, and help to accelerate the transition to a low-carbon economy. In the first quarter of 2020, the Board established a Board Climate Committee to oversee our activities in this critically important area.

→ For more information on our climate change strategy and stakeholder engagement see the Section 172 Statement on pages 18 to 21 of the Barclays PLC Annual Report 2020 and in the Making a difference for society section of the Barclays PLC Strategic Report 2020 on pages 39–43.

🌐 More information about our climate change plans is available on our website at [home.barclays/climatechange](https://home.barclays/climatechange)

🌐 More information about the our climate change plans during 2020 can be found in the 2020 AGM notice available at [home.barclays/investor-relations](https://home.barclays/investor-relations)

→ Also see page 39 of the Barclays PLC Strategic Report 2020, where 'net zero' is defined.

### Stakeholder engagement

The Board continues to seek to understand all stakeholders' views, and the impact of our behaviour and business on customers and clients, colleagues, suppliers, communities and society more broadly. Accordingly, the Board monitors key indicators across areas such as culture, citizenship, conduct, and customer and client satisfaction on an ongoing basis.

In 2020, we engaged extensively with shareholders and other stakeholders (including proxy advisory agencies and investor associations) on key topics including our commitment to tackle climate change and our response to the COVID-19 pandemic.

→ See the Section 172 Statement on pages 18 to 21 of the Barclays PLC Annual Report 2020 for further information about our engagement with our four priority stakeholder groups – customers and clients, colleagues, society and investors.

→ For more information on governance of climate change matters, refer to page 4–6 of the Barclays PLC Climate-related Financial Disclosures 2020.

## External ESG ratings and benchmarks

We continue to enhance our disclosures and actively engage with ESG analysts and rating agencies. Barclays' strategy and performance on ESG factors is evaluated by a range of external agencies.

Clear and credible ESG information is critically important to enable effective investment decision-making, support company and investor engagement and underpin the growing range of products based on ESG factors.

Across a set of key ESG ratings, our performance was broadly stable year-on-year with methodology changes the primary drivers of scoring instead of underlying changes in approach or performance.

We continue to enhance disclosures on ESG factors and provide detailed information on our positions and policy statements. As a significant driver of ESG ratings performance is underpinned by disclosure, we would expect this to support our scores over time.

We are further engaging with our stakeholders, including ratings agencies, investors and expert bodies, to improve transparency and enhance understanding of

different assessment frameworks and ESG scoring models used by the various agencies.

There is currently some inconsistency in terms of what best practice looks like and how it is measured across different ratings agencies.

This is reflected in the variance in methodologies, and therefore in the variance in Barclays' ESG Rating across the different providers. There is limited consistency in the underlying data used both within and across sectors.

While this remains an unregulated area, we believe that it is important that these agencies, working with companies, investors and other market participants, continue to enhance consistency and transparency to support increasingly robust ESG data and ratings in the future.

We recognise that markets and stakeholders need clear, relevant and consistent information and we will continue to focus on enhancing disclosures, particularly

on climate change, and across wider ESG factors, including the TCFD framework.

### ESG ratings MSCI

Barclays' MSCI ESG Rating increased to 'A' in 2020 (2019: 'BBB').

### Sustainalytics

Barclays scored 23.9 in the Sustainalytics ESG Risk Rating (2019: 31.6). This improved lower score represents a lowered risk rating overall. In the banking industry, Barclays ranks in the 21st percentile (1st = lowest risk).

### S&P Global

We saw an increase in our percentile score to the 88th percentile for banks, up from 77th in 2019. We also saw an increase in our actual score to 77, from 70 in 2019.

### FTSE Russell

Our FTSE Russell ESG Rating for 2020 is 4.7/5 (2019: 4.8/5).

### Disclosure ratings Institutional Shareholder Services

The Institutional Shareholder Services' (ISS) assigns environmental and social quality scores for corporate disclosures. On a 1-10 scale where 1 is highest, Barclays was rated as '1' for both social and environmental reporting.

### CDP

Barclays was rated as B in the 2020 CDP Climate Change questionnaire (2019: A-) using the new Financial Services specific methodology.

## Select ESG ratings and benchmarks

### Sustainalytics ESG Risk Rating

23.9

2019: 31.7  
2018: 31.2  
Scale: 0-100, with 100 being the most severe

### S&P Global CSA

88th

2019: 77th  
Scale: 0-100 percentile, with 100 being the best possible ranking

### ISS social quality score

1/10

2019: 1/10  
2018: 1/10  
Scale: 1-10, with 1 being the best possible score

### CDP

B

2019: A-  
2018: A-  
Scale: A+ to F, with A+ being the best possible score

### MSCI ESG Rating

A

2019: BBB  
2018: BBB  
Scale: AAA to CCC

### FTSE Russell ESG Rating

4.7/5

2019: 4.8/5  
2018: 4.3/5  
Scale: 0-5, with 5 being the best possible score

### ISS environmental quality score

1/10

2019: 1/10  
2018: 1/10  
Scale: 1-10, with 1 being the best possible score

## Principles for Responsible Banking reporting

To report our progress against the Principles for Responsible Banking, we have adopted the PRB's reporting template set out below.

As we were not due to report our progress until 2021, and further guidance on assurance is yet to be issued, our responses have not been within the scope of assurance for 2020. Certain individual performance metrics referenced within this disclosure have been subject to Limited Assurance under ISAE (UK) 3000 and ISAE 3410 by KPMG. Please refer to page 111.

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<b>Principle 1: Alignment</b> <b>We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.</b>		
1.1 Describe (high-level) your bank's business model, including the main customer segments served, types of products and services provided, the main sectors and types of activities, and where relevant, the technologies financed across the main geographies in which your bank has operations or provides products and services.	<p>Barclays operates as two divisions, Barclays UK and Barclays Bank PLC, supported by our service company, Barclays Execution Services.</p> <p>Barclays UK is our UK ring-fenced bank, comprised of:</p> <ul style="list-style-type: none"> <li>■ UK Personal &amp; Business Banking</li> <li>■ Barclaycard Consumer UK businesses. Barclays Bank PLC consists of:</li> <li>■ Corporate and Investment Bank (CIB)</li> <li>■ International Consumer, Cards and Payments (CCP) businesses.</li> </ul> <p>A breakdown of our income by customer segment, geography and the number of colleagues across these businesses is illustrated on page 7.</p> <p>Barclays serves a broad range of customers across its business, including but not limited to, retail, wealth, SME, and corporates. Additional details are found in the Barclays PLC Strategic Report 2020.</p> <p>Barclays' Pillar 3 disclosures provide a breakdown of credit exposure across different classes and credit exposures by industry and counter party.</p> <p>The Barclays PLC Climate-related Financial Disclosures 2020 provides a breakdown of credit risk by elevated risk sectors, in relation to climate change. We have additionally provided exposure to carbon-related assets.</p>	<p>Barclays PLC Annual Report suite 2020: <a href="https://home.barclays/investor-relations/reports-and-events/annual-reports/">home.barclays/investor-relations/reports-and-events/annual-reports/</a></p> <p>Including:</p> <ul style="list-style-type: none"> <li>Barclays PLC Strategic Report 2020</li> <li>Barclays PLC Pillar 3 Report 2020</li> <li>Barclays PLC ESG Report 2020</li> <li>Barclays PLC Climate-related Financial Disclosures 2020</li> </ul>

## Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<p>1.2 Describe how your bank has aligned and/or is planning to align its strategy to be consistent with and contribute to society's goals, as expressed in the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and relevant national and regional frameworks.</p>	<p>Barclays has set a number of sustainability targets and commitments and is continuously integrating working practices which are aligned to society's goals.</p> <p>We have set an ambition to be a net zero bank by 2050 and align all of our financing with the goals of the Paris Climate Agreement. Full details are set out in the 'Strategy and highlights' section of this report on pages 14-17.</p> <p>Additionally, Barclays continues to approach the management of ESG issues through its five areas of focus;</p> <ul style="list-style-type: none"> <li>■ 'Supporting a sustainable and inclusive economy'</li> <li>■ 'Managing our social and environmental impact'</li> <li>■ 'Running a responsible business'</li> <li>■ 'Our people and culture'</li> <li>■ 'Investing in our communities'</li> </ul> <p>Barclays has committed to facilitate £150bn in social and environmental financing by 2025, as well as £100bn of green financing by 2030. This financing underpins projects and activities contributing to achieving the SDGs.</p> <p>Additional information on our social and environmental financing commitment are found on pages 23-27.</p>	<p>Barclays PLC ESG Report 2020</p> <ul style="list-style-type: none"> <li>■ 'Strategy and highlights' on pages 14-17.</li> <li>■ 'Social and environmental financing' on pages 23-27.</li> </ul>



# Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<b>Principle 2: Impact and Target Setting</b> <b>We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.</b>		
<p>2.1 Impact Analysis:</p> <p>Show that your bank has identified the areas in which it has its most significant (potential) positive and negative impact through an impact analysis that fulfils the following elements:</p> <p>a) <b>Scope:</b> The bank's core business areas, products/ services across the main geographies that the bank operates in as described under 1.1 have been considered in the scope of the analysis.</p> <p>b) <b>Scale of Exposure:</b> In identifying its areas of most significant impact the bank has considered where its core business/its major activities lie in terms of industries, technologies and geographies.</p> <p>c) <b>Context &amp; Relevance:</b> Your bank has taken into account the most relevant challenges and priorities related to sustainable development in the countries/regions in which it operates.</p> <p>d) <b>Scale and intensity/salience of impact:</b> In identifying its areas of most significant impact, the bank has considered the scale and intensity/ salience of the (potential) social, economic and environmental impacts resulting from the bank's activities and provision of products and services.</p> <p>(Your bank should have engaged with relevant stakeholders to help inform your analysis under elements c) and d)).</p> <p>Show that building on this analysis, the bank has:</p> <ul style="list-style-type: none"> <li>■ identified and disclosed its areas of most significant (potential) positive and negative impact</li> <li>■ identified strategic business opportunities in relation to the increase of positive impacts/ reduction of negative impacts.</li> </ul>	<p>We continue to analyse significant potential positive and negative impacts of our business. The starting point for this analysis is an understanding of the material ESG issues for our stakeholders, including our customers and clients, our colleagues, society and investors. These have been set out on page 11 of this report.</p> <p>This analysis takes into consideration the bank's business model, the scope and scale of the bank's services, the income by geography, which highlights the percentage of Group income being originated in the UK, EU and Americas, the sector credit exposure as illustrated in the Barclays PLC Pillar 3 Report 2020 and our underwriting activities as set out in the Barclays PLC Climate-related Financial Disclosures 2020 on page 34.</p> <p>Additionally Barclays has carried out a pilot impact analysis using the UNEPFI Portfolio Impact Analysis Tool for Banks (see case study on page 82).</p> <p>Understanding and responding to potential negative impacts</p> <p>Based on the nature of our business, we are focusing our analysis on the following focus areas:</p> <ul style="list-style-type: none"> <li>■ social and environmental impacts of financing including climate change, and</li> <li>■ the accessibility and transparency of our financial products.</li> </ul> <p>The Barclays PLC Climate-related Financial Disclosures 2020 contain a breakdown of high carbon sector exposure of the bank on pages 33-34 in addition to our analysis of our underwriting activity by sector 34. This analysis provides a basis for the continued improvement of our environmental and social risk management activities as set out on pages 33-35.</p> <p>In 2019, we conducted an assessment and published a report on our exposure to clients involved in the production and processing of 'soft commodities' such as timber, palm oil and soy in high deforestation risk countries. The report provides a breakdown of those clients covered by applicable certifications and those that are not covered, thereby identifying relationships which expose Barclays to elevated risks of negative impacts linked to deforestation. This exercise revealed that we had a material exposure to companies involved in processing of soy in countries associated with high deforestation risks. In response, this year we worked to expand the scope of our Forestry and Agricultural Commodities Statement and due diligence approach to include companies involved in soy, alongside palm oil and timber, pulp and paper.</p> <p>Barclays also recognises that we have a responsibility to respect human rights both in our direct operations, and in our financing and purchasing practices. To better understand and address this, we are continuing to partner with an expert human rights advisory organisation to assist us in identifying our most salient human rights risks and impacts, and enhance our approach to managing these. We expect to provide more information on the outcomes of this exercise in next year's report.</p> <p>We are committed to ensuring our financial services are accessible, transparent and responsible. Details are set out on pages 28-31, including but not limited to, our approach to product design and financial wellbeing.</p>	<p>Barclays PLC Annual Report suite 2020: home.barclays/investor-relations/reports-and-events/annual-reports</p> <p>Barclays PLC ESG Report 2020</p> <ul style="list-style-type: none"> <li>■ Assessing materiality on page 11.</li> <li>■ Income by geography on page 7.</li> </ul> <p>Barclays PLC Pillar 3 Report 2020 Industry credit exposures</p> <p>Barclays PLC Strategic Report 2020 Non-financial information statement on pages 52-53.</p> <p>Barclays PLC Climate-related Financial Disclosures 2020</p> <p>Soft Commodities Compact Progress Report</p>

## Principles for Responsible Banking reporting continued

### Case Study – Pilot Impact Assessment using the UNEP FI Portfolio Impact Analysis Tool for Banks

Barclays has piloted the Portfolio Impact Analysis Tool for Banks on data for the UK Investment Banking (IB) portfolio to assess potential impacts across the SDGs. Investment banking is a core business for Barclays and of systemic importance for the UK. The sectors from the UK IB portfolio included in the analysis meet the following two criteria: a) make the biggest contribution to the portfolio and b) are key sectors for one or more of the SDG-linked impact areas.



More information on the UNEP FI Portfolio Impact analysis tool can be found at [unepfi.org/publications/positive-impact-publications/portfolio-impact-tool-for-banks/](https://unepfi.org/publications/positive-impact-publications/portfolio-impact-tool-for-banks/)

#### Preliminary findings

The first part of the analysis with the Impact Tool produces impact profiles that highlight areas on which the Bank has potentially the most significant impact. The next part focuses on identifying those impact areas that are actually the most significant ones. Results from the first part of the analysis indicate that the highest potential impacts of the portfolio are on the following sustainability areas:

- climate, resource efficiency, and biodiversity and ecosystems, for negative impacts
- strong Institutions, economic convergence and integrity, and security, for positive impacts.

Sectors in the portfolio that are associated with these potential negative impacts include fossil fuel intensive industries and real estate activities. These sectors have high GHG emissions, impact biodiversity and are resource intensive.

Potentially positive impacts were attributed to sectors such as administration of the state, electric power generation and telecommunications. They support strong governance, rule of law and access to information and can help reduce inequalities.

The analysis identified sectors that could contribute negatively to more than one area so, action to address the impacts of those sectors could deliver benefits across multiple SDGs.

It also highlighted climate as an area on which Barclays could have a negative impact. Barclays has already set an ambition to be a net zero bank by 2050 and align all of our financing with the goals of the Paris Climate Agreement. Barclays announced targets on fossil fuel-related sectors in our portfolio in 2020 that aim to achieve the following reductions:

- power portfolio emissions intensity reduction of 30% by 2025, on the way to alignment with the IEA SDS benchmark by 2035
- energy portfolio absolute emissions reduction of 15% by 2025, and continue to track the IEA SDS benchmark reduction on an ongoing basis.

Barclays has also adopted sustainable finance targets to accelerate the transition to a low-carbon economy as follows:












- £100bn of green financing by 2030
- £175m investment in green innovation in the next five years (to 2025).



More information on our work on climate change and individual sectors including targets adopted can be found on pages 14–17.

Barclays has also taken action to safeguard biodiversity and plans to adopt a more strategic approach to address biodiversity impacts. We already prohibit the provision of project finance for developments in Ramsar Wetlands and World Heritage Sites and will not directly finance projects in the Arctic Circle.

The work presented here covers only one of the business lines of Barclays. We will look to further expand our impact assessment in the following months to cover a bigger part of the portfolio.

Type of impact	Areas <sup>2</sup> that are more impacted by the portfolio	Associated SDG	Sectors in the portfolio that impact each area <sup>3</sup>
Negative	Climate		<ul style="list-style-type: none"> <li>■ Construction of buildings</li> <li>■ Real estate activities</li> </ul>
	Resources efficiency/security		<ul style="list-style-type: none"> <li>■ Extraction of fossil fuel</li> <li>■ Electric power generation</li> <li>■ Mining</li> <li>■ Real estate activities</li> </ul>
	Biodiversity & ecosystems	 	<ul style="list-style-type: none"> <li>■ Manufacture of gas</li> </ul>
Positive	Strong institutions, peace & stability <sup>4</sup>	 	<ul style="list-style-type: none"> <li>■ Publishing</li> </ul>
	Integrity & security of person <sup>5</sup>	 	<ul style="list-style-type: none"> <li>■ Administration of the State</li> </ul>
	Economic convergence (reduced inequality)	  	<ul style="list-style-type: none"> <li>■ Electric power generation</li> <li>■ Telecommunications</li> <li>■ Manufacture and distribution of gas</li> </ul>

1 Barclays was ranked 3rd in the UK for investment banking activities, 2020 Dealogic data.

2 A short description of some of the Impact areas is provided below. Please see [unepfi.org/wordpress/wp-content/uploads/2020/10/Guide-to-Holistic-Impact-Analysis-Oct-20.pdf](https://unepfi.org/wordpress/wp-content/uploads/2020/10/Guide-to-Holistic-Impact-Analysis-Oct-20.pdf) for more details.

3 The ISIC industry classification is used.

4 Defined as: population's ability to benefit from effective, accountable and inclusive institutions, which support the expansion of rule of law, and overall political and economic stability.

5 Defined as: population's ability (read as ability of the person) to enjoy freedom from injury to the body and mind. It also includes data security, data privacy and protection.

## Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<p><b>Please provide your bank's conclusion/statement if it has fulfilled the requirements regarding Impact Analysis.</b> We continue to make progress in assessing our significant positive and negative impacts and we are focused on ensuring this assessment covers all our core business activities as a financial institution. We will continue to work with UNEPFI, our peers and other organisations to enhance the tools and methodologies available to better understand our impacts on society and our environment.</p>		
<p><b>2.2 Target Setting</b></p> <p>Show that the bank has set and published a minimum of two Specific, Measurable (can be qualitative or quantitative), Achievable, Relevant and Time-bound (SMART) targets, which address at least two of the identified 'areas of most significant impact', resulting from the bank's activities and provision of products and services.</p> <p>Show that these targets are linked to and drive alignment with and greater contribution to appropriate Sustainable Development Goals, the goals of the Paris Agreement, and other relevant international, national or regional frameworks. The bank should have identified a baseline (assessed against a particular year) and have set targets against this baseline.</p> <p>Show that the bank has analysed and acknowledged significant (potential) negative impacts of the set targets on other dimensions of the SDG/climate change/society's goals and that it has set out relevant actions to mitigate those as far as feasible to maximise the net positive impact of the set targets.</p>	<p>We have set an ambition to be a net zero bank by 2050 and align all of our financing with the goals of the Paris Climate Agreement. Full details are set out in the 'Strategy and highlights' section of this report on pages 14-17.</p> <p>In 2018, Barclays published its £150bn social and environmental financing commitment by 2025. In 2020, we also set a further target of providing £100bn green financing by 2030 and announced our Sustainable Impact Capital Initiative. This will make £175m in principal investments over the next five years in the equity of innovative and environmentally-focused private companies.</p> <p>Our financing volume is tracked and screened using the Barclays Sustainable Finance Framework, which provides clear environmental and social inclusion criteria to track and categorise financing volumes and a 2020 progress update is provided in this report on pages 23-27. Key KPIs reported within the Sustainable Finance disclosure have been subject to independent Limited Assurance under ISAE (UK) 3000 and ISAE 3410, please refer to page 111.</p>	<p>Barclays PLC ESG Report 2020</p> <ul style="list-style-type: none"> <li>■ 'Social and environmental financing' on pages 23-27.</li> <li>■ 'Assessing materiality' on page 11.</li> <li>■ 'KPMG assurance report' on page 111.</li> </ul> <p>Barclays Sustainable Finance Framework at home. <a href="https://www.barclays.com/uk/esg">barclays/esg</a></p>
<p><b>Please provide your bank's conclusion/statement if it has fulfilled the requirements regarding Target Setting.</b> Barclays has set more than the minimum of targets relevant to our business and our impact areas. For our social and environmental financing target this includes details of our methodology and progress to date. We will disclose further details for our net zero target as we progress this work. As our impact areas and our understanding of them continues to evolve, we will continue to review our targets.</p>		

## Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<p>2.3 Plans for Target Implementation and Monitoring</p> <p>Show that your bank has defined actions and milestones to meet the set targets.</p> <p>Show that your bank has put in place the means to measure and monitor progress against the set targets.</p> <p>Definitions of key performance indicators, any changes in these definitions, and any rebasing of baselines should be transparent.</p>	<p>Performance against the targets is monitored throughout the year with regular reporting to Barclays ESG governance fora including the Board and the Executive Committee on pages 74-76.</p> <p>Annual progress reporting is integrated in the Barclays Strategic and ESG reports.</p>	<p>Barclays PLC ESG Report 2020 'Governance' on pages 74-76</p> <p>Barclays PLC Strategic Report 2020</p> <p>Barclays ESG Reporting Framework 2020 at <a href="https://home.barclays/esg">home.barclays/esg</a></p>
<p><b>Please provide your bank's conclusion/statement if it has fulfilled the requirements regarding Plans for Target Implementation and Monitoring.</b></p> <p><b>A number of clear milestones have been set for the published targets. Clear methodologies and definitions have been set out for our social and environmental financing target. We will disclose further information as we continue to develop our approach to our net zero target.</b></p>		
<p>2.4 Progress on Implementing Targets</p> <p>For each target separately:</p> <p>Show that your bank has implemented the actions it had previously defined to meet the set target.</p> <p>Or explain why actions could not be implemented/ needed to be changed and how your bank is adapting its plan to meet its set target.</p> <p>Report on your bank's progress over the last 12 months (up to 18 months in your first reporting after becoming a signatory) towards achieving each of the set targets and the impact your progress resulted in. (where feasible and appropriate, banks should include quantitative disclosures).</p>	<p>Details of our progress against our social and environmental financing are set out on page 40 of the Barclays PLC Strategic Report 2020 and pages 23-27 of this report.</p> <p>Details of our progress against our net-zero ambition are set out on page in the Barclays PLC Climate-related Financial Disclosures 2020</p>	<p>Barclays PLC Strategic Report 2020 Page 40.</p> <p>Barclays PLC ESG Report 2020 'Social and environmental financing' on pages 23-27.</p> <p>Barclays PLC Climate-related Financial Disclosures 2020</p>
<p><b>Please provide your bank's conclusion/statement if it has fulfilled the requirements regarding Progress on Implementing Targets.</b></p> <p><b>Barclays has implemented key actions to demonstrate progress and commitments against the set targets including setting up relevant governance fora and monitoring progress in the case of Barclays' social and environmental financing target. We will continue to report our progress against the targets outlined.</b></p>		

## Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<b>Principle 3: Clients and Customers</b> <b>We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.</b>		
3.1 Provide an overview of the policies and practices your bank has in place and/or is planning to put in place to promote responsible relationships with its customers. This should include high-level information on any programmes and actions implemented (and/or planned), their scale and, where possible, the results thereof.	<p>The 'Running a responsible business' section of this report on pages 42-56 provides an update on key topics which underpin our efforts to promote responsible relationships with our customers. These topics include culture and conduct, complaints, financial crime, whistleblowing data privacy and resilience.</p> <p>An update of how we seek to ensure the accessibility and responsibility of retail products is set out on pages of this report. It includes details of financial products and services available to individuals not eligible for standard banking offering, efforts to improve digital accessibility and safeguard customers against fraud.</p>	Barclays PLC ESG Report 2020 'Running a responsible business' on pages 42-56.
3.2 Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities. This should include information on actions planned/implemented, products and services developed, and, where possible, the impacts achieved.	The 'Supporting a sustainable and inclusive economy' section in this report on pages 22-31 sets out the suite of green and sustainable products offered by Barclays, including updates and developments in 2020. The products span financing activities in the investment, corporate and retail bank and include, but are not limited to, debt and equity capital markets, green loans and green mortgages. Products include those focused on social and environmental use of proceeds as set out in the Barclays Sustainable Finance Framework.	<p>Barclays PLC ESG Report 2020 'Supporting a sustainable and inclusive economy' on pages 22-31.</p> <p>Barclays Sustainable Finance Framework at home. barclays/esg</p>
<b>Principle 4: Stakeholders</b> <b>We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.</b>		
4.1 Describe which stakeholders (or groups/types of stakeholders) bank has consulted, engaged, collaborated or partnered with for the purpose of implementing these Principles and improving your bank's impacts. This should include a high-level overview of how your bank has identified relevant stakeholders and what issues were addressed/results achieved.	Details of how Barclays engages with its stakeholders are set out on pages 16-21 of the Barclays PLC Strategic Report 2020. Additionally, feedback from stakeholders including customers, clients, investors and NGOs is received through engagements, including face to face meetings and calls throughout the year. These inform the ESG materiality assessment, the topics most pertinent to the Principles, and Barclays' response as set out in this document.	Barclays PLC Strategic Report 2020 'Stakeholder engagement' on pages 16-21.



# Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<b>Principle 5: Governance &amp; Culture</b> <b>We will implement our commitment to these Principles through effective governance and a culture of responsible banking.</b>		
5.1 Describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts and support effective implementation of the Principles.	<p>Oversight of social and environmental matters, including climate change, was reallocated to the Board in 2019, having previously been overseen by the Board Reputation Committee (which was disbanded in September 2019).</p> <p>The Board received updates on environmental matters and climate-related issues through a joint report delivered by the Group Chief Executive Officer and Group Finance Director at each scheduled Board meeting.</p> <p>Issues covered through these governance committees are directly related to those relevant to the PRB.</p> <p>In recognition of the importance to the Group of tackling climate change, in 2020 the Company appointed a Group Head of Public Policy and Corporate Responsibility, with responsibility for leading the Group's efforts in tackling climate change; and in July 2020 appointed a Head of Climate Risk, reporting to the Group Chief Risk Officer. Around that time, the Environmental &amp; Social Impact Committee, which had been formed in 2019, was disbanded because the need for that Committee was superseded by the new appointments and related executive responsibilities.</p> <p>Further details on our governance approach can be found on pages 74-74.</p>	Barclays PLC ESG Report 2020 'Governance' on pages 74-76.
5.2 Describe the initiatives and measures your bank has implemented or is planning to implement to foster a culture of responsible banking among its employees. This should include a high-level overview of capacity building, inclusion in remuneration structures and performance management and leadership communication, amongst others.	<p>Details of our approach to fostering a culture of responsible banking are found on pages 42-56. Additional details are also set out in our Strategic Report.</p> <p>Non-financial performance metrics are incorporated within management remuneration structures as set out in the remuneration section of the Annual Report 2020 on pages 112-134.</p>	Barclays PLC Strategic Report 2020 Barclays PLC Annual Report 2020 pages 112-134.
5.3 Governance Structure for Implementation of the Principles  Show that your bank has a governance structure in place for the implementation of the PRB, including: a) target-setting and actions to achieve targets set b) remedial action in the event of targets or milestones not being achieved or unexpected negative impacts being detected.	<p>The governance structure set out above governs ESG matters directly impacted by the PRB including its targets.</p>	
<b>Please provide your bank's conclusion/statement if it has fulfilled the requirements regarding Governance Structure for Implementation of the Principles.</b> <b>Our governance disclosures highlight the extent of new measures taken to provide enhanced governance and oversight of the activities underpinning our activities relevant to the Principles for Responsible Banking.</b>		

## Principles for Responsible Banking reporting continued

Reporting and Self-Assessment Requirements	High-level summary of bank's response (limited assurance required for responses to highlighted items)	Reference(s)/ Link(s) to bank's full response/relevant information
<b>Principle 6: Transparency &amp; Accountability</b> <b>We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.</b>		
<p>6.1 Progress on Implementing the Principles for Responsible Banking</p> <p>Show that your bank has progressed on implementing the six Principles over the last 12 months (up to 18 months in your first reporting after becoming a signatory) in addition to the setting and implementation of targets in minimum two areas (see (see 2.1- 2.4).</p> <p>Show that your bank has considered existing and emerging international/regional good practices relevant for the implementation of the six Principles for Responsible Banking. Based on this, it has defined priorities and ambitions to align with good practice.</p> <p>Show that your bank has implemented/is working on implementing changes in existing practices to reflect and be in line with existing and emerging international/regional good practices and has made progress on its implementation of these Principles.</p>	<p>The Barclays Annual reporting suite, ESG Report, GRI disclosure and PRB reporting template provide an update on 2020 activities as pertaining to ESG governance, positive and negative impact assessment, target setting and progress on individual ESG topics, including but not limited to, climate change, environmental and social financing, accessible and responsible retail products and running a responsible business.</p> <p>Our ESG disclosures are made in accordance with the GRI Standards, with reference to SASB and include our response to the voluntary disclosure requirements of TCFD to align with good practice. In this year's disclosure, we have significantly augmented details provided including summary of carbon-related assets as well as details of Barclays' underwriting business linked to the carbon assets.</p> <p>Throughout our disclosures, we have set out further work we are undertaking including in relation to impact assessment and the development of tools and methodologies, and new products and services to further implement the PRB.</p>	<p>Barclays PLC ESG Report 2020</p> <p>Barclays PLC Annual Report 2020 suite: <a href="https://home.barclays/investor-relations/reports-and-events/annual-reports/">home.barclays/investor-relations/reports-and-events/annual-reports/</a></p>
<b>Please provide your bank's conclusion/statement if it has fulfilled the requirements regarding Progress on Implementing the Principles for Responsible Banking</b> <b>We have provided a comprehensive summary against the Principles for Responsible Banking demonstrating progress against all principles. We continue to collaborate with UNEPFI, peers and other organisations to explore and implement best practices which support the implementation of the principles.</b>		
<b>Annex: Definitions</b> <ul style="list-style-type: none"> <li>a. Impact: An impact is commonly understood as being a change in outcome for a stakeholder. In the context of these Principles this means (aligned with GRI definition) the effect a bank has on people/the society, the economy and the environment and with that on sustainable development. Impacts may be positive or negative, direct or indirect, actual or potential, intended or unintended, short-term or long-term.</li> <li>b. Significant Impact: Impact that in terms of scale and/or intensity/salience results in a particularly strong/relevant change in outcome for a stakeholder. In the context of these Principles, the concept of significant impact is used to ensure banks focus where their actions/business (can) matter most for people, economy and environment and to provide a reasonable and practical threshold for what issues need to be considered/included, similar to the concept of 'materiality'.</li> </ul>		

## Sustainability Accounting Standards Board (SASB)

# Sustainability Accounting Standards Board (SASB)

Barclays reported against the SASB disclosure framework for the first time last year in our 2019 ESG Report, noting its growing importance among our investor base. We recognise the financial-materiality focus of the indicators is also of importance to all our stakeholders.

The table below details our disclosures against the SASB standards and indicators. The relevant standards have been selected on a materiality-driven basis, and our response to the individual indicators outlines where in our public documents relevant information can be found, as well as any supplementary information.

We are working on enhancing the breadth and depth of our reporting against the SASB framework over time, to include reporting against additional indicators. This report represents a best efforts basis including the information and data available for 2020, with more planned in subsequent editions.

Noting that SASB is a global framework with, at present, a US-focused approach to defining criteria, we have noted where we translate the spirit and meaning of the indicator to meet our UK-based reporting methods. We intend to work with SASB going forward to understand the best way to standardise disclosure for different reporting regions.

Topic	Accounting metric	Code	Summary of bank's response
<b>Group</b> The following disclosures are taken from individual Standards and disclosed at a Group level to reflect the business-wide approach.			
<b>Transparent Information &amp; Fair Advice for Customers</b>	Description of approach to informing customers about products and services	FN-AC-270a.3	<p>See page 48-50 of this report for details of our approach to responsible lending and communicating with customers. See page 43 for details of our approach to conduct, including our Code of Conduct – The Barclays Way. See pages 28-31 for information on accessible retail products and services.</p> <p><b>Supplementary information</b>  <b>Barclays UK – Retail</b></p> <p>Barclays' strategy reflects our commitment to treating our customers fairly. We have a pivotal role to play in society, building relationships where we understand our customers and clients' aspirations and developing the products and services that meet their needs, thereby making a difference to their finances and lives.</p> <p>We carefully consider the requirements of all our stakeholders during the development of products and services. This includes a commitment to accessibility and inclusion, giving customers the ability to take control of their finances in a manner convenient to them and the promotion of financial capability. Furthermore, within Barclays UK, we have a Performance Management Framework in place, created and owned by customer-facing teams, that provides guidance on how to measure, manage, reward and recognise our colleagues. This in turn equips them with the tools to provide the right customer experiences and outcomes as they are better able to:</p> <ul style="list-style-type: none"> <li>■ support the right customer outcomes through their channel of choice</li> <li>■ be informed by the BUK purpose and strategy</li> <li>■ support a performance culture promoting sustainable growth</li> <li>■ encourage collaboration across BUK, and</li> <li>■ be empowered to take accountability for the decisions they make in delivering the right outcomes.</li> </ul>

# Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Transparent Information &amp; Fair Advice for Customers</b> continued			<p><b>Accessibility and inclusion</b></p> <p>Barclays aims to be the most accessible and inclusive FTSE100 firm. We work on the basis that there should be equality of service for all and customers should not face a barrier regardless of channel, for instance all our websites and apps should be fully accessible. We aim for our customers to have a consistent and accessible experience regardless of the products they have or the channels they use.</p> <p>In the retail bank, we continually monitor and evolve through monitoring customer experience, including complaints, and a dedicated team targets solutions for any issues that we identify. We further partner on research with specialist organisations, for example we regularly conduct customer and consumer research to better understand the experience of our customers and areas for development.</p> <p>We follow emerging Financial Conduct Authority (FCA) guidance on customer vulnerability and we are working closely with the FCA to meet best practice guidance. See the GRI Index Table, indicator FS14 for further details on our strategy.</p> <p><b>Note on methodology</b></p> <p>Note, this indicator was taken from the SASB Standard for Asset Management &amp; Custody Activities as we understand this to be a point of relevance for customers across the business. We do not specifically disclose against the Asset Management &amp; Custody Activities as it is not deemed material to the business.</p>
<b>Employee Diversity and Inclusion</b>	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees	FN-AC-330a.1	<p><b>Gender</b> For gender representation at Barclays, see the Barclays PLC Fair Pay Report 2020.</p> <p><b>Black, Asian and Minority Ethnic (BAME) colleagues</b></p> <p>See the Barclays PLC Fair Pay Report 2020.</p> <p>For diversity representation, refer to the Supporting our People section in the Barclays PLC 2020 Strategic Report pages 33-37 and the 'Our people and culture' section in the Barclays PLC ESG Report 2020 on pages 57-65. See also the Barclays PLC Diversity and Inclusion Report 2020.</p> <p><b>Other</b></p> <p>We disclose on other aspects of our workforce in the the Supporting our People section in the Barclays PLC Strategic Report 2020 and the section in the Barclays PLC ESG Report 2020.</p> <p>See also the Barclays PLC 2020 Fair Pay Report for further details.</p> <p><b>Note on methodology</b></p> <p>This indicator was taken from the SASB Standard for Investment Banking &amp; Brokerage. We have responded at a Group level as Diversity and Inclusion (D&amp;I) is important across the whole of our business and we monitor and report on D&amp;I matters at a Group level.</p>
<b>Business Ethics</b>	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations	FN-AC-510a.1	<p>For information in relation to legal and competition and regulatory matters, please refer to Note 26 Legal, competition and regulatory matters and Note 24 Provisions of the Barclays PLC Annual Report 2020.</p> <p><b>Note on methodology</b></p> <p>Note, this indicator was taken from the SASB Standard for Commercial Banks. We report on these matters at a Group level.</p>
	Description of whistleblower policies and procedures	FN-AC-510a.2	<p>Barclays PLC ESG Report 2020: See page 52 for more information on whistleblowing.</p> <p><b>Note on methodology</b></p> <p>Note, this indicator was taken from the SASB Standard for Commercial Banks and Investment Banking &amp; Brokerage. We report on matters at a Group level.</p>

## Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Data Security</b>	Description of approach to identifying and addressing data security risks	FN-CB-230a.2	<p><b>Data security and resilience</b> For details on how we manage data security, and data and IT resilience, see page 53.</p> <p><b>Data privacy</b> For details on how we manage data privacy, see page 53.</p> <p><b>Managing privacy</b> The Group holds and processes large volumes of data, including personal information, intellectual property, and financial data and the Group's businesses are subject to complex and evolving laws and regulations. Most of the jurisdictions where the Group operates have laws governing the collection, use, and sharing of personal data, and increasingly these are aligned with the EU's General Data Protection Regulation (EU2016/679) which has rapidly become the global touchstone. The protected parties can include: (i) the Group's existing and prospective clients and customers; (ii) clients and customers of third parties with which the Group engages; (iii) employees and prospective employees; and (iv) employees of the Group's suppliers, counterparties and other external parties.</p> <p><b>Third parties</b> Privacy is just as important to our relationships with third parties, including suppliers and business partners. We recognise the importance of working with trusted partners and have a series of public external supplier control obligations that include data privacy and security matters. Details of these obligations are available here: <a href="#">home.barclays/who-we-are/our-suppliers/our-requirements-of-external-suppliers</a>. We have a robust supplier assurance framework, to establish whether suppliers meet these obligations.</p> <p><b>Note on methodology</b> This indicator was taken from the SASB Standard for Commercial Banks and Consumer Finance. Data privacy and security is important across the whole of our business, and we report on this at a Group level.</p>
<b>Systemic Risk Management</b>	Global Systemically Important Bank (G-SIB) score, by category	FN-CB-550a.1	<p>See page 234 of the Barclays PLC Strategic Report 2020 for more information on the prudential requirements of Barclays G-SIB score.</p> <p><b>Note on methodology</b> This indicator was taken from the SASB Standard for Commercial Banks and Investment Banking &amp; Brokerage. This applies at a Group level.</p>
	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	FN-CB-550a.2	<p>See the Climate-related financial disclosures report on pages 23-27.</p> <p>550a.2 See the Barclays PLC Pillar 3 Report 2020.</p> <p><b>Note on methodology</b> This indicator was taken from the SASB Standard for Commercial Banks and Investment Banking &amp; Brokerage. This applies at a Group level.</p>



## Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Commercial Banks</b>			
<b>Financial Inclusion &amp; Capacity Building</b>	(1) Number and (2) amount of loans outstanding qualified to programmes designed to promote small business and community development	FN-CB-240a.1	<p><b>Small and Medium Enterprise (SME) loans</b> Barclays PLC Annual Report 2020: See details regarding forbearance on pages 247.</p> <p><b>SME customers</b> Barclays supports small and medium-sized businesses, providing the financing, saving and transactional products and services they need to grow.</p> <p>Other initiatives to support and promote small business development include:</p> <p><b>Eagle Labs</b> Barclays PLC ESG Report 2020: See page 108.</p> <p><b>Rise, created by Barclays</b> <a href="https://rise.barclays/">rise.barclays/</a></p> <p><b>Accelerator programme</b> <a href="https://home.barclays/who-we-are/innovation/barclays-accelerator/">home.barclays/who-we-are/innovation/barclays-accelerator/</a></p>
	1) Number and (2) amount of past due and non-accrual loans qualified to programmes designed to promote small business and community development	FN-CB-240a.2	Barclays PLC Annual Report 2020: See details regarding forbearance on pages 296-299.
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	FN-CB-240a.3	Barclays PLC ESG Report 2020: See details of Barclays Basic Bank Account on page 28.
	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	FN-CB-240a.4	Barclays PLC ESG Report 2020: See pages 68-69 for details of our financial literacy programmes.

## Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Incorporation of Environmental, Social, and Governance Factors in Credit Analysis</b>	Commercial and industrial credit exposure, by industry	FN-CB-410a.1	Barclays PLC Climate-related Financial Disclosures 2020: See pages 32. Barclays PLC Pillar 3 Report 2020.
	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	FN-CB-410a.2	Barclays PLC Climate-related Financial Disclosures 2020: See pages 13-22. Barclays PLC Annual Report 2020: See 'Risk review' on page 150.
<b>Systemic Risk Management</b>	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	FN-CB-550a.2	Barclays PLC Climate-related Financial Disclosures 2020: See pages 23-27.
<b>Activity Metrics</b>	<i>Activity metric</i>	<i>Code</i>	
	(1) Number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business	FN-CB-000.A	Barclays PLC Annual Report 2020: See the 'Financial review' on page 239.
	(1) Number and (2) value of loans by segment: (a) personal, (b) small business, and (c) corporate	FN-CB-000.B	Barclays PLC Annual Report 2020: See the 'Financial review' on pages 239.

## Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Consumer Finance</b>			
<b>Data Security</b>	Card-related fraud losses from (1) card-notpresent fraud and (2) card-present and other fraud	FN-CF-230a.2	Barclays PLC Annual Report 2020: See page 229 on risk events.
<b>Selling Practices</b>	1) Number of complaints filed with the Consumer Financial Protection Bureau (CFPB), (2) percentage with monetary or non-monetary relief, (3) percentage disputed by consumer, (4) percentage that resulted in investigation by the CFPB	FN-CF- 270a.4	Barclays PLC ESG Report 2020: See page 50 for details on complaints.

## Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Mortgage Finance</b>			
<b>Environmental Risk to Mortgaged Properties</b>	(1) Number and (2) value of mortgage loans in 100-year flood zones	FN-MF-450a.1	Barclays PLC Climate-related Financial Disclosures 2020: See pages 27.
	Description of how climate change and other environmental risks are incorporated into mortgage origination and underwriting	FN-MF-450a.3	Barclays PLC Climate-related Financial Disclosures 2020: See pages 27.
<b>Activity Metrics</b>	<b>Activity metric</b>	<b>Code</b>	
	(1) Number and (2) value of mortgages originated by category: (a) residential and (b) commercial	FN-MF-000.A	Barclays PLC Annual Report 2020: See 'Financial review' on pages 239.
	(1) Number and (2) value of mortgages purchased by category: (a) residential and (b) commercial	FN-MF-000.B	Barclays PLC Annual Report 2020: See 'Financial review' on pages 239.

## Sustainability Accounting Standards Board (SASB) continued

Topic	Accounting metric	Code	Summary of bank's response
<b>Investment Banking &amp; Brokerage</b>			
<b>Incorporation of Environmental, Social, and Governance Factors in Investment Banking &amp; Brokerage Activities</b>	1) Number and (2) total value of investments and loans incorporating integration of environmental, social, and governance (ESG) factors, by industry	FN-IB-410a.2	Barclays PLC ESG Report 2020: See 'Social and environmental financing' on pages 23-24.
	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment banking and brokerage activities	FN-IB-410a.3	Barclays PLC ESG Report 2020: See 'Environmental and social impact management' for our overall approach to risk management on pages 32-35. Barclays PLC Climate-related Financial Disclosures 2020: See pages 13-22.



## Global Reporting Initiative (GRI) Index

Following the materiality assessment, we have established the material topics covered in our report, in line with GRI's reporting principle of materiality. Disclosures pertinent to the selected GRI Standards have been referenced in the Index below. In some instances, information requirements could not be provided due to limitation of data availability. Where this is the case, we have sought to provide qualitative information on our processes. We continue to work on improving data availability and enhance overall reporting transparency.

# General Disclosures

<b>General Disclosures</b>	102-1	Name of the organisation	Barclays PLC
<b>General Disclosures</b>	102-2	Activities, brands, products, and services	Barclays PLC Annual Report 2020: Our services are described in the Barclays PLC Annual Report 2020. Further details can be found on our website at <a href="https://home.barclays/annualreport">home.barclays/annualreport</a> Barclays PLC ESG Report 2020: See page 6 for an overview of our business model Online: <a href="https://home.barclays/who-we-are/our-strategy">home.barclays/who-we-are/our-strategy</a>
<b>General Disclosures</b>	102-3	Location of headquarters	1 Churchill Place, London E14 5HP, United Kingdom
<b>General Disclosures</b>	102-4	Location of operations	See <a href="https://home.barclays/contact-us">home.barclays/contact-us</a>
<b>General Disclosures</b>	102-5	Ownership and legal form	PLC (Public Limited Company)
<b>General Disclosures</b>	102-6	Markets served	The types of customers and the services we offer to each of them are described in the Barclays PLC Annual Report 2020. Further details can be found on our website at <a href="https://home.barclays/annualreport">home.barclays/annualreport</a>
<b>General Disclosures</b>	102-7	Scale of the organisation	For our structure and leadership see <a href="https://home.barclays/who-we-are/structure-and-leadership">home.barclays/who-we-are/structure-and-leadership</a>
<b>General Disclosures</b>	102-8	Information on employees and other workers	Please see the Supporting our Colleagues sections in both the Barclays PLC Strategic Report 2020, pages 33-37 and the Barclays PLC ESG Report 2020, pages 57-65. This provides detailed information on employee statistics and workforce programmes. Further details can be found on our website at <a href="https://home.barclays/annualreport">home.barclays/annualreport</a>
<b>General Disclosures</b>	102-9	Description of the organisation's supply chain	Barclays PLC ESG Report 2020: See: <ul style="list-style-type: none"> <li>■ <b>Supply chain</b> on pages 36-37.</li> <li>■ <b>Prompt payment</b> on page 37.</li> </ul>
<b>General Disclosures</b>	102-10	Significant changes to the organisation and its supply chain	Barclays PLC ESG Report 2020: See section 'Managing our Supply chain' on pages 36-37.
<b>General Disclosures</b>	102-11	Report whether and how the precautionary approach or principle is addressed by the organisation	Barclays PLC ESG Report 2020: In 2020, we reviewed 912 transactions for environmental or social impacts. Refer to page 34 for details. Barclays PLC Climate-related Financial Disclosures 2020: See pages 4-6.
<b>General Disclosures</b>	102-12	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	Barclays PLC ESG Report 2020: <ul style="list-style-type: none"> <li>■ See 'Memberships and signatories' on page 54.</li> </ul>

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## General Disclosures continued

<b>General Disclosures</b>	102-13	Membership of associations	<p>Barclays PLC ESG Report 2020: See:</p> <ul style="list-style-type: none"> <li>▪ 'Memberships and signatories' on page 54.</li> <li>▪ 'Public policy engagement' on page 54.</li> </ul> <p>Online: <a href="https://home.barclays/society/esg-resource-hub/reporting-and-disclosures/public-policy-engagement">home.barclays/society/esg-resource-hub/reporting-and-disclosures/public-policy-engagement</a></p>
<b>General Disclosures</b>	102-14	Statement from senior decision-maker	<p>Barclays PLC Annual Report 2020: See Chairman and Chief Executive review on pages 4-8.</p> <p>Barclays PLC ESG Report 2020: See Chairman and Chief Executive review on pages 2-5.</p>
<b>General Disclosures</b>	102-15	Key impacts, risks, and opportunities	<p>Barclays PLC ESG Report 2020:</p> <ul style="list-style-type: none"> <li>▪ For sustainable finance opportunities, see page 22-27.</li> <li>▪ For managing environmental and social risk, see page 32-40.</li> </ul> <p>Barclays PLC Climate-related Financial Disclosures 2020: See pages 13-22.</p>
<b>General Disclosures</b>	102-16	Values, principles, standards, and norms of behaviour	<p><b>Barclays Purpose, Values and Code of Conduct</b></p> <p>Barclays PLC ESG Report 2020: See page 00 and 43.</p> <p><b>Culture and conduct</b></p> <p>Barclays PLC ESG Report 2020: See page 44.</p>
<b>General Disclosures</b>	102-17	Mechanisms for advice and concerns about ethics	<p><b>Whistleblowing</b></p> <p>Barclays PLC ESG Report 2020: See page 52.</p>
<b>General Disclosures</b>	102-18	Governance structure	<p>Barclays PLC ESG Report 2020: See pages 74-76 for an overview of governance, including Board and sub-committees, as well as oversight of environmental and social matters.</p> <p>Barclays PLC Climate-related Financial Disclosures 2020: See pages 4-6.</p> <p>Barclays PLC Annual Report 2020: See page 66 for Board and Board Committee structures.</p>
<b>General Disclosures</b>	102-19	Delegating authority	<p>Barclays PLC ESG Report 2020: See 'Governance' on pages 74-76.</p> <p>Barclays PLC Annual Report 2020: Governance including the Directors' Report on pages 59-107.</p> <p>Barclays PLC Climate-related Financial Disclosures 2020: See pages 4-6.</p> <p>Online:</p> <ul style="list-style-type: none"> <li>▪ See: <a href="https://home.barclays/who-we-are/our-governance/">home.barclays/who-we-are/our-governance/</a> for more details on Corporate Governance at Barclays</li> <li>▪ See: <a href="https://home.barclays/who-we-are/our-governance/board-committees">home.barclays/who-we-are/our-governance/board-committees</a> on our Committees</li> </ul>
<b>General Disclosures</b>	102-20	Executive-level responsibility for economic, environmental and social topics	<p>Barclays PLC ESG Report 2020: See 'Governance' on pages 74-76.</p> <p>Barclays PLC Climate-related Financial Disclosures 2020: See pages 4-6.</p>
<b>General Disclosures</b>	102-21	Consulting stakeholders on economic, environmental and social topics	<p>Barclays conducts a series of stakeholder engagement and horizon-scanning exercises on a regular basis. These are designed to gather stakeholder insight from a broad range of groups, including investors, academics and NGOs, and provide more detail on current and emerging issues.</p> <p>Barclays PLC Strategic Report 2020: See pages 16-21 for how we engage with our stakeholders.</p>

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## General Disclosures continued

General Disclosures	102-22	Composition of the highest governance body and its committees	<p>As at 31 December 2020, the Barclays Board had 12 members, including the Chairman, two Executive Directors and nine Non-Executive Directors. The gender balance at this date was three female Directors (25%) and 9 male Directors (75%). However, as announced on 18 December 2020, Sir Ian Cheshire will step down from the Board at the conclusion of the AGM (May 2021) and Julia Wilson will join the Board on 1 April 2021. Accordingly, after the AGM, the gender balance will be four female Directors (33.3%) and eight male Directors (66.7%). Further detail on the composition of the Board, Director biographies and the principal Board Committees is available in the Governance report of the Annual Report.</p> <p>Barclays PLC Annual Report 2020:</p> <ul style="list-style-type: none"> <li>■ Directors' Report – Board composition on pages 61-67.</li> <li>■ Directors' Report – Executive Committee composition on page 64.</li> <li>■ Directors' Report – Board and Committees composition on pages 65, 74, 82, 89 and 108.</li> <li>■ Directors' Report – Governance including the Directors' Report on pages 59-71 and 96-107.</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/">home.barclays/who-we-are/our-governance/</a> for more details on Corporate Governance at Barclays</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-committees">home.barclays/who-we-are/our-governance/board-committees</a> on our Committees</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a> for our Board responsibilities</li> <li>■ See: <a href="https://home.barclays/who-we-are/structure-and-leadership/leadership">home.barclays/who-we-are/structure-and-leadership/leadership</a> on our Leadership</li> </ul>
General Disclosures	102-23	Chair of the highest governance body	<p>The Chairman of the Board of Directors is not an executive officer, with separation between the roles of Chairman and Chief Executive.</p> <p>Barclays PLC Annual Report 2020:</p> <ul style="list-style-type: none"> <li>■ Directors' Report – Group Chairman and Group Chief Executive biographies on page 61.</li> <li>■ Directors' Report – 'How we comply' on page 98.</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/">home.barclays/who-we-are/our-governance/</a> for more details on Corporate Governance at Barclays</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a> for our Board responsibilities</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-committees">home.barclays/who-we-are/our-governance/board-committees</a> on our Committees</li> </ul>
General Disclosures	102-24	Nominating and selecting the highest governance body	<p>The Board Diversity Policy, which has been adopted by the Board, confirms that the Nominations Committee will consider candidates on merit against objective criteria with due regard to the benefits of diversity when identifying suitable candidates for appointment to the Board.</p> <p>Barclays PLC Annual Report 2020:</p> <ul style="list-style-type: none"> <li>■ Governance including the Directors' Report on pages 59-71 and 96-107.</li> <li>■ Board Nominations Committee Report on pages 82-86.</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/">home.barclays/who-we-are/our-governance/</a> for more details on Corporate Governance at Barclays</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-committees">home.barclays/who-we-are/our-governance/board-committees</a> on our Committees</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a> for our Board responsibilities</li> </ul>

# Global Reporting Initiative (GRI) Index

## General Disclosures continued

<b>General Disclosures</b>	102-25	Conflicts of interest	<p>Barclays PLC Annual Report 2020:</p> <ul style="list-style-type: none"> <li>■ Board Nominations Committee Report on page 83.</li> <li>■ Governance including the Directors' Report on page 97.</li> </ul>
<b>General Disclosures</b>	102-26	Role of highest governance body in setting Purpose, Values, and strategy	<p>Barclays PLC Annual Report 2020: Directors' Report – Key priorities page 69.</p> <p>Barclays PLC ESG Report 2020: See 'Governance' on pages 74-76.</p> <p>Online: See <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a> for our Board responsibilities</p>
<b>General Disclosures</b>	102-27	Collective knowledge of highest governance body	<p>Barclays PLC Annual Report 2020:</p> <ul style="list-style-type: none"> <li>■ Directors' Report – 'How we comply' on pages 96-101.</li> <li>■ Directors' Report – Director biographies on pages 61-63.</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/">home.barclays/who-we-are/our-governance/</a> for more details on Corporate Governance at Barclays</li> <li>■ See: <a href="https://home.barclays/who-we-are/structure-and-leadership/leadership/">home.barclays/who-we-are/structure-and-leadership/leadership/</a></li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a></li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-committees/">home.barclays/who-we-are/our-governance/board-committees/</a> on our Committees</li> <li>■ See: <a href="https://home.barclays/who-we-are/structure-and-leadership/leadership/">home.barclays/who-we-are/structure-and-leadership/leadership/</a> for details of our leadership team</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a> for our Board responsibilities</li> </ul>
<b>General Disclosures</b>	102-28	Evaluating the highest governance body's performance	<p>Barclays PLC Annual Report 2020: See:</p> <ul style="list-style-type: none"> <li>■ Governance including the Directors' Report on pages 66, 100.</li> <li>■ Audit Committee Report on pages 72-73.</li> <li>■ Nominations Committee Report on pages 85-86.</li> <li>■ Risk Committee Report on page 88.</li> <li>■ Remuneration Committee Report on page 141.</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-committees/">home.barclays/who-we-are/our-governance/board-committees/</a> on our Committees</li> <li>■ See: <a href="https://home.barclays/who-we-are/our-governance/board-responsibilities/">home.barclays/who-we-are/our-governance/board-responsibilities/</a> for our Board responsibilities</li> <li>■ See: <a href="https://home.barclays/who-we-are/structure-and-leadership/leadership/">home.barclays/who-we-are/structure-and-leadership/leadership/</a> for details of our leadership team</li> </ul>
<b>General Disclosures</b>	102-29	Identifying and managing economic, environmental, and social impacts	<p>Barclays PLC ESG Report 2020: See page 22-41.</p>
<b>General Disclosures</b>	102-30	Effectiveness of risk management processes	<p>Barclays PLC ESG Report 2020: See pages 74-76.</p> <p>Barclays PLC Climate-related Financial Disclosures 2020: See pages 13-22.</p>

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## General Disclosures continued

<b>General Disclosures</b>	102-31	Review of economic, environmental, and social topics	Barclays PLC ESG Report 2020: See page 74-76.
<b>General Disclosures</b>	102-32	Highest governance body's role in sustainability reporting	Barclays PLC ESG Report 2020: See 'Governance' on pages 74-76.
<b>General Disclosures</b>	102-33	Communicating critical concerns	Barclays PLC ESG Report 2020: See 'Running a responsible business' on pages 42-56, including: <ul style="list-style-type: none"> <li>Complaints on page 50.</li> <li>Whistleblowing on page 52.</li> <li>Data privacy on page 53.</li> </ul> Online: See <a href="https://home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data">home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data</a>
<b>General Disclosures</b>	102-34	Nature and total number of critical concerns	Barclays PLC ESG Report 2020: See page 50 on complaints. Online: See <a href="https://home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data">home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data</a>
<b>General Disclosures</b>	102-35	Remuneration policies	Barclays PLC Annual Report 2020: See the Directors' Remuneration Report on pages 108-142.
<b>General Disclosures</b>	102-36	Process for determining remuneration	Barclays PLC Annual Report 2020: See the Directors' Remuneration Report on pages 108-142.
<b>General Disclosures</b>	102-37	Stakeholders' involvement in remuneration	Barclays PLC Annual Report 2020: See the Directors' Remuneration Report on pages 108-142.
<b>General Disclosures</b>	102-38	Annual total compensation ratio	Barclays PLC Annual Report 2020: See the Directors' Remuneration Report on pages 108-142.
<b>General Disclosures</b>	102-39	Percentage increase in annual total compensation ratio	Barclays PLC Annual Report 2020: See the Directors' Remuneration Report on pages 108-142.
<b>General Disclosures</b>	102-40	List of stakeholder groups	Barclays PLC ESG Report 2020: See page 76. Barclays PLC Strategic Report 2020: See pages 18-21 for details of how Barclays engages with its stakeholders.
<b>General Disclosures</b>	102-41	Collective bargaining agreements	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>General Disclosures</b>	102-42	Identifying and selecting stakeholders	Barclays PLC ESG Report 2020: See page 76. Barclays PLC Strategic Report 2020: See pages 18-21.
<b>General Disclosures</b>	102-43	Approach to stakeholder engagement	Barclays PLC ESG Report 2020: See page 76. Barclays PLC Strategic Report 2020: See pages 18-21.
<b>General Disclosures</b>	102-44	Key topics and concerns raised	Barclays PLC ESG Report 2020: See page 11. Barclays PLC Strategic Report 2020: See pages 18-21.
<b>General Disclosures</b>	102-45	Entities included in the consolidated financial statements	Barclays PLC Annual Report 2020: See 'Financial review' on pages 239-258.
<b>General Disclosures</b>	102-46	Defining report content and topic boundaries	Barclays PLC ESG Report 2020: See 'Assessing materiality' on page 11.

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## General Disclosures continued

<b>General Disclosures</b>	102-47	List of material topics	Barclays PLC ESG Report 2020: See 'Assessing materiality' on page 11.
<b>General Disclosures</b>	102-48	Restatements of information	Barclays PLC ESG Report 2020: See pages 39 and 113.
<b>General Disclosures</b>	102-49	Changes in reporting in terms of material topics and topic boundaries	Barclays PLC ESG Report 2020: See 'Assessing materiality' on page 11.
<b>General Disclosures</b>	102-50	Reporting period	Year ended 31 December 2020.
<b>General Disclosures</b>	102-51	Date of most recent report	Year ended 31 December 2019. We have been reporting key non-financial performance information within the Barclays PLC Strategic Report, as part of the Annual Report, since 2014. However, Barclays has been producing a separate Annual Report since 1990 and an ESG, Citizenship or Corporate Social Responsibility (CSR) report since 2002. These are available in our archives: for Annual Reports please see <a href="https://home.barclays/investor-relations/reports-and-events/annual-reports">home.barclays/investor-relations/reports-and-events/annual-reports</a>
<b>General Disclosures</b>	102-52	Reporting cycle	Annual.
<b>General Disclosures</b>	102-53	Contact point for questions regarding the report	Sustainability and ESG, 1 Churchill Place, London E14 5HP.
<b>General Disclosures</b>	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option, as evidenced by this table, Annual Report, ESG Report and supporting disclosures. Refer to GRI 102-56 for details on assurance.
<b>General Disclosures</b>	102-55	GRI content index	This document represents the 2020 GRI Content Index.
<b>General Disclosures</b>	102-56	External assurance	KPMG LLP undertook a Limited Assurance engagement under ISAE (UK) 3000 and ISAE 3410 over selected performance information in this report. Refer to their statement on page 111. The outcomes of the assurance along with relevant recommendations are presented in the Management report that is reviewed at senior level and circulated to data owners.
<b>Management Approach 201</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Strategy and highlights' on pages 9-20. For more information on Barclays' direct and indirect impact, see sections: <ul style="list-style-type: none"> <li>▪ 'Supporting a sustainable and inclusive economy' on pages 22-31.</li> <li>▪ 'Investing in our communities' on pages 66-72.</li> </ul>
<b>Management Approach 201</b>	103-2	The management approach and its components	
<b>Management Approach 201</b>	103-3	Evaluation of the management approach	
<b>Economic Performance</b>	201-1	Direct economic value generated and distributed	We report the direct economic value generated and distributed in our financial review on pages 239-258 of the Barclays PLC Annual Report 2020, including revenues, operating costs, economic value retained and dividends paid.  We publish a summary of turnover, profits, employees, taxes paid and subsidies received by country in the Barclays PLC Country Snapshot Report 2020 available at <a href="https://home.barclays/society/esg-resource-hub/reporting-and-disclosures/country-snapshot/snapshot">home.barclays/society/esg-resource-hub/reporting-and-disclosures/country-snapshot/snapshot</a>
<b>Economic Performance</b>	201-2	Financial implications and other risks and opportunities due to climate change	Barclays PLC ESG Report 2020: See pages 76. Barclays PLC Climate-related Financial Disclosures 2020.



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## Economic Disclosures

<b>Management Approach 203</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Strategy and highlights' on pages 9-20. For more information on Barclays' direct and indirect impact, see sections:
<b>Management Approach 203</b>	103-2	The management approach and its components	<ul style="list-style-type: none"> <li>▪ 'Supporting a sustainable and inclusive economy' on pages 22-31.</li> <li>▪ 'Investing in our communities' on pages 66-72.</li> </ul>
<b>Management Approach 203</b>	103-3	Evaluation of the management approach	Barclays PLC Climate-related Financial Disclosures 2020: See pages 7-12.
<b>Indirect Economic Impacts</b>	203-2	Significant indirect economic impacts	Barclays PLC ESG Report 2020: See: <ul style="list-style-type: none"> <li>▪ 'Strategy and highlights' on pages 9-20.</li> <li>▪ PRB disclosures on pages 78-86 for an overview of Barclays' indirect economic impacts.</li> </ul>

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## Economic Disclosures continued

<b>Management Approach 205</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See pages 44 and 51-52.
<b>Management Approach 205</b>	103-2	The management approach and its components	
<b>Management Approach 205</b>	103-3	Evaluation of the management approach	
<b>Anti-corruption</b>	205-1	Operations assessed for risks related to corruption	Barclays PLC ESG Report 2020: See page 51.
<b>Anti-corruption</b>	205-2	Communication and training about anti-corruption policies and procedures	Barclays PLC ESG Report 2020: See page 51.
<b>Anti-corruption</b>	205-3	Confirmed incidents of corruption and actions taken	Barclays PLC ESG Report 2020: See page 51.
<b>Management Approach 302</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Management Approach 302</b>	103-2	The management approach and its components	
<b>Management Approach 302</b>	103-3	Evaluation of the management approach	
<b>Energy</b>	302-1	Energy consumption within the organisation	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Energy</b>	302-3	Energy intensity	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam all included in energy intensity ratio. Energy intensity ratio uses energy consumption within the organisation.
<b>Energy</b>	302-4	Reduction of energy consumption	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.

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## Environmental Disclosures

<b>Management Approach 305</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Management Approach 305</b>	103-2	The management approach and its components	
<b>Management Approach 305</b>	103-3	Evaluation of the management approach	
<b>Emissions</b>	305-1	Direct (Scope 1) GHG emissions	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Emissions</b>	305-2	Energy indirect (Scope 2) GHG emissions	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Emissions</b>	305-3	Other indirect (Scope 3) GHG emissions	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Emissions</b>	305-4	GHG emissions intensity	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Emissions</b>	305-5	Reduction of GHG emissions	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Management Approach 308</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Management Approach 308</b>	103-2	The management approach and its components	
<b>Management Approach 308</b>	103-3	Evaluation of the management approach	

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## Environmental Disclosures continued

<b>Effluents and Waste</b>	306-2	Waste by type and disposal method	Barclays PLC ESG Report 2020: See 'Managing our operational footprint' on pages 38-40.
<b>Management Approach 308</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Managing our supply chain' on pages 36-37.
<b>Management Approach 308</b>	103-2	The management approach and its components	
<b>Management Approach 308</b>	103-3	Evaluation of the management approach	
<b>Supplier Environmental Assessment</b>	308-1	New suppliers that were screened using environmental criteria	Barclays PLC ESG Report 2020: See 'Managing our supply chain' on pages 36-37.
<b>Management Approach 412</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Management Approach 412</b>	103-2	The management approach and its components	
<b>Management Approach 412</b>	103-3	Evaluation of the management approach	
<b>Employment</b>	401-1	New employee hires and employee turnover	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Employment</b>	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Employment</b>	401-3	Parental leave	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Management Approach 404</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Management Approach 404</b>	103-2	The management approach and its components	
<b>Management Approach 404</b>	103-3	Evaluation of the management approach	
<b>Training and Education</b>	404-1	Average hours of training per year per employee	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.

# Global Reporting Initiative (GRI) Index

## Social Disclosures

<b>Training and Education</b>	404-2	Programmes for upgrading employee skills and transition assistance programmes	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Training and Education</b>	404-3	Percentage of employees receiving regular performance and career development reviews	Barclays PLC ESG Report 2020: See 'Our people and culture' on pages 57-65.
<b>Management Approach 405</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC Annual Report 2020: See 'Our governance' on pages 74-76. Barclays PLC Fair Pay Report 2020.
<b>Management Approach 405</b>	103-2	The management approach and its components	Barclays PLC Diversity and Inclusion Report 2020.
<b>Management Approach 405</b>	103-3	Evaluation of the management approach	
<b>Diversity and Equal Opportunity</b>	405-1	Diversity of governance bodies and employees	Barclays PLC Annual Report 2020: See 'Our governance' on pages 74-76.
<b>Diversity and Equal Opportunity</b>	405-2	Ratio of basic salary and remuneration of women to men	Barclays PLC Fair Pay Report 2020.
<b>Management Approach 412</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Human rights and modern slavery' on page 35.
<b>Management Approach 412</b>	103-2	The management approach and its components	
<b>Management Approach 412</b>	103-3	Evaluation of the management approach	
<b>Human Rights Assessment</b>	412-2	Employee training on human rights policies or procedures	Barclays PLC ESG Report 2020: See 'Human rights and modern slavery' on page 35.
<b>Human Rights Assessment</b>	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Barclays PLC ESG Report 2020: See 'Human rights and modern slavery' on page 35.

# Global Reporting Initiative (GRI) Index

## Social Disclosures continued

<b>Management Approach 414</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Managing our supply chain' on pages 36-37.
<b>Management Approach 414</b>	103-2	The management approach and its components	
<b>Management Approach 414</b>	103-3	Evaluation of the management approach	
<b>Supplier Social Assessment</b>	414-1	New suppliers that were screened using social criteria	Barclays PLC ESG Report 2020: See 'Managing our supply chain' on pages 36-37.
<b>Management Approach 415</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See page 54 on political contributions and trade associations.
<b>Management Approach 415</b>	103-2	The management approach and its components	
<b>Management Approach 415</b>	103-3	Evaluation of the management approach	
<b>Public Policy</b>	415-1	Political contributions	<p>Barclays' lobbying expenditure in the EU can be accessed on the EU Transparency Register at: <a href="https://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=72390466359-39">ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=72390466359-39</a></p> <p>In the US, this information is available on the US Lobbying Disclosure Act Database. Reports can be found at: <a href="https://lda.senate.gov/system/public">lda.senate.gov/system/public</a> and <a href="https://lobbyingdisclosure.house.gov/">lobbyingdisclosure.house.gov/</a></p>



# Global Reporting Initiative (GRI) Index

## Social Disclosures continued

<b>Management Approach 417</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See: <ul style="list-style-type: none"> <li>▪ 'Running a responsible business' on pages 42-56.</li> <li>▪ Our approach to informing customers about products and services on pages 48-50.</li> </ul>
<b>Management Approach 417</b>	103-2	The management approach and its components	
<b>Management Approach 417</b>	103-3	Evaluation of the management approach	
<b>Marketing and Labelling</b>	417-1	Requirements for product and service information and labelling	Barclays PLC ESG Report 2020: See: <ul style="list-style-type: none"> <li>▪ 'Running a responsible business' on pages 42-56.</li> <li>▪ Our approach to informing customers about products and services on pages 48-50.</li> </ul>
<b>Marketing and Labelling</b>	417-2	Incidents of non-compliance concerning product and service information and labelling	
<b>Marketing and Labelling</b>	417-3	Incidents of non-compliance concerning marketing communications	
<b>Management Approach 418</b>	103-1	Explanation of the material topic and its Boundary	Barclays PLC ESG Report 2020: See 'Running a responsible business' on pages 42-56. Including: <ul style="list-style-type: none"> <li>▪ Complaints on page 50.</li> <li>▪ Whistleblowing on page 52.</li> <li>▪ Data privacy on page 53.</li> </ul> Online: See <a href="https://home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data">home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data</a>
<b>Management Approach 418</b>	103-2	The management approach and its components	
<b>Management Approach 418</b>	103-3	Evaluation of the management approach	
<b>Customer Privacy</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Barclays PLC ESG Report 2020: See 'Running a responsible business' on pages 42-56, including page 50 on complaints. Online: See <a href="https://home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data">home.barclays/citizenship/our-reporting-and-policy-positions/uk-complaints-data</a>

## Global Reporting Initiative (GRI) Index

## Financial Services Specific Disclosures

**Financial Services  
Sector Disclosures  
document**

FS7

Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose

Barclays PLC ESG Report 2020: For more details of how our business lines deliver social benefits and how we manage our impacts, see:

- 'Accessible retail products and services' on pages 28–30.
- 'Investing in our communities' on pages 66–72.

**Eagle Labs**

Barclays Eagle Labs is a platform to support the UK's entrepreneurial community. Through a national network of 25 labs we incubate high-growth tech businesses, offering co-working spaces, mentoring opportunities and access to cutting-edge technology to rapidly prototype new product ideas.

We currently support over 470 start-ups and to date our members and alumni have collectively raised over £990m of funding.

Barclays Eagle Labs recognised more needs to be done to support and stand in solidarity with the black community. In recent studies it has been recognised that black founders have less access to networks, to funding and mentors than other ethnicities, so our ambition is to try to bridge this gap. Therefore, we are pleased to confirm that we have launched the Barclays Black Founder Accelerator, our 12-week immersive programme designed to help up to 25 Black founder-led businesses to scale and grow. This is a partnership with Foundervine, a business dedicated to supporting and championing under-represented founders and communities that will give black founders the opportunity to have access to expert masterclasses covering a range of topics designed to set founders on the road to success. Mentoring and coaching from world-class scale-up experts and the opportunity to showcase their business to potential clients and investors at a Demo Day at the end of the programme.

We also kicked off our first set of Black History Month events in Eagle Labs in 2019, where we held three events across some of our local Eagle Lab sites and a flagship What's your worth workshop in our head office in Canary Wharf. While unable to meet face to face this hasn't stopped us from connecting with the black community, this time virtually. 13 of our locations across the UK, from Aberdeen to Guernsey hosted their own Black History Month event in celebration of the black community but also to create safe and open spaces in our various physical locations. We hosted our first virtual national call for Black History Month which had an award-winning storyteller discussing the history of black culture and founders in the past, present and future.

**COVID-19 update**

During the lockdown we pivoted the Eagle Labs programme to provide virtual support and events to our ecosystem. We created content to support startups and scaleups during lockdown and covered topics such as funding, resilience and wellbeing which was well received by our network.

- Locations: 25
- Resident businesses: 476
- Funds raised: 997m.

**Insurance**

In 2020, we continued to implement and optimise our journeys in the Barclays Mobile Banking app as well our colleague journeys in branch. This includes the implementation of our life insurance pre-approval journey as well as making mortgage protection more accessible by launching our first digital journey. Additionally, we focused on ensuring our customers were robustly supported through the pandemic, including introducing payment deferral programmes across all of our products and insurance partnerships, making relevant amendments to cover and proactively contacting our customer base with how we can support them.

**Investing in Women**

We are committed to delivering meaningful and ongoing support to help all women in business realise their ambitions. As part of our commitments to HMT's Investing in Women code, over the next three years, we will:

- 1 support 100,000 women across the UK to start up and run their business
- 2 connect women in business with financial support to help them to succeed
- 3 provide skills for this generation and the next to help them into entrepreneurship.

**Get Local – in partnership with Nextdoor**

Through a partnership with Nextdoor website and app we were able to provide our Business Banking clients with the opportunity to reach new and existing customers in their local community.

# Global Reporting Initiative (GRI) Index

## Financial Services Specific Disclosures continued

			<p><b>Back to Business Programme</b></p> <p>In response to the COVID-19 crisis we created a free online toolkit alongside Cambridge Judge Business School to help UK business owners navigate their recovery, assess the health of their business and test and build a resilience plan. Over 5,000 SMEs have signed up to the programme since June.</p> <p><b>Social Business</b></p> <p>We have been building Barclays' support for Social Businesses which comprises access to 40 regional specialist Social Business Pioneers, a specialist credit policy for social businesses which enables different ways of sizing their business, and flexibility on personal guarantees required, alongside access to professional expertise to help them grow their business and impact via our partnerships with Ethical Angel and Social Business Development where we are mobilising 1,500 colleagues to volunteer their time and skills to help this sector. As additional support for the growth of the sector, we have become a member of the Social Enterprise UK Corporate Buy Social Campaign, joining a collective of 30 large corporates with the aim of spending over £1bn through procurement of social businesses in our own supply chain. We have also committed to sponsor the SEUK State of Social Enterprise research covering the needs of the sector, which will be published in October 2021.</p>
<b>Financial Services Sector Disclosures document</b>	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	<p>Barclays PLC ESG Report 2020: See:</p> <ul style="list-style-type: none"> <li>■ 'Social and environmental financing' on pages 23-24.</li> <li>■ 'Delivering solutions across our business' on pages 25-27.</li> <li>■ 'Managing impacts in lending and financing' on pages 33-35.</li> </ul>
<b>Financial Services Sector Disclosures document</b>	FS13	Access points in low-populated or economically disadvantaged areas by type	Barclays PLC ESG Report 2020: See page 24 and 28-30.
<b>Financial Services Sector Disclosures document</b>	FS14	Initiatives to improve access to financial services for disadvantaged people	<p>Barclays PLC ESG Report 2020: See:</p> <ul style="list-style-type: none"> <li>■ 'Accessible retail products and services' on pages 28-30.</li> <li>■ 'Responsible lending' on pages 48-50.</li> </ul> <p>Online:</p> <ul style="list-style-type: none"> <li>■ Accessibility statement: <a href="https://barclays.co.uk/accessibility/statement/">barclays.co.uk/accessibility/statement/</a></li> <li>■ Vulnerability services: <a href="https://barclays.co.uk/important-information/vulnerability-services-information/">barclays.co.uk/important-information/vulnerability-services-information/</a></li> <li>■ Money Management Hub: <a href="https://barclays.co.uk/money-management/money-worries/">barclays.co.uk/money-management/money-worries/</a></li> </ul> <p><b>Barclaycard Forward credit card</b></p> <p>We've continued to support increasing access to credit with the Barclaycard Forward credit card. The product is designed for those with a limited credit history and we assess customers for credit with a bespoke credit underwriting strategy and ensure any credit granted is affordable for the customer. Recognising customers who take this product want to progress, we also have a price promise where we reduce the customer interest rate over time based on good payment history on the credit card. By using our online eligibility checker, potential customers can also find out if they will be provisionally approved for the card before they apply, with no impact on their credit record.</p> <p><b>Barclaycard Repayment Calculator</b></p> <p>In 2019, we launched a Barclaycard Repayment Calculator. The calculator lets consumers input their current credit card balance, interest rate and what they currently pay back monthly and the calculator tells them how much interest they will pay overall and how long it will take them to clear their credit card balance. The calculator then lets the customer change their monthly repayment amount so they can see the impact of increasing and fixing their monthly repayments on how long it will then take to pay off the balance and the interest.</p> <p>We also have our Credit Builder tool, designed to help consumers and our customers understand how to improve their credit ratings. Following a series of questions, users are offered tips on how to better manage their finances (and credit cards), to improve their rating.</p>

## Making a difference for society

### Helping customers in care homes build their digital skills

This year has been a particularly hard one for our care home clients, as well as many of our customers who are residents.

Through our Digital Eagles programme, I'm really proud of how we've been able to help residents and carers alike improve their digital skills. Along with my fellow Digital Eagles colleagues, we've run various online sessions to help them, doing things like showing carers how to access healthcare appointments online or helping residents use iPads and apps so they can stay connected to their friends and family. We have also introduced them to loads of new ways to keep entertained!

The sessions are great fun, and it's great working alongside others to do something we all feel so passionate about on behalf of our customers and clients.

**“**  
*Our Digital Eagles have committed to helping 500 care homes in 2020. This isn't just because of the Coronavirus situation – it's part of our long-term plan to give people essential digital skills they can use both now and long into the future.*

Asif Mussa  
Digital Eagle, Barclays UK  
Manchester





## KPMG Assurance Report

KPMG LLP ('KPMG' or 'we') were engaged by Barclays PLC ('Barclays') to provide limited assurance over the Selected Information described below for the year ended 31 December 2020.

# Independent Limited Assurance Report to Barclays PLC

### Our conclusion

Based on the work we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information listed in Appendix 1 has not been properly prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of the remainder of this report, in particular the inherent limitations explained below and this report's intended use.

### Selected information

The scope of our work includes only the information included within Appendix 1, and within the Barclays PLC Environmental Social Governance Report 2020 ('the Report') for the year ended 31 December 2020 marked with the symbol Δ ('the Selected Information').

We have not performed any work, and do not express any conclusion, over any other information that may be included in the Report or displayed on Barclays' website for the current year or for previous periods unless otherwise indicated.

### Reporting criteria

The Reporting Criteria we used to form our judgements are the 'Environmental Social and Governance (ESG) – 2020 Reporting Framework' as set out at <http://home.barclays/esg> ('the Reporting Criteria'). The Selected Information needs to be read together with the Reporting Criteria.

### Inherent limitations

The nature of non-financial information; the absence of a significant body of established practice on which to draw; and the methods and precision used to determine non-financial information, allow for different, but acceptable evaluation and measurement techniques and can result in materially different measurements, affecting comparability between entities and over time.

### Directors' responsibilities

The Directors of Barclays are responsible for:

- designing, implementing and maintaining internal controls relevant to the preparation and presentation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- selecting and/or developing objective Reporting Criteria;
- measuring and reporting the Selected Information in accordance with the Reporting Criteria;
- the contents and statements contained within the Report and the Reporting Criteria.

### Our responsibilities

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria and to report to Barclays in the form of an independent limited assurance conclusion based on the work performed and the evidence obtained.

### Assurance standards applied

We performed our work in accordance with International Standard on Assurance Engagements (UK) 3000 – 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' ('ISAE (UK) 3000') and in accordance with International Standard on Assurance Engagements 3410 – 'Assurance Engagements on Greenhouse Gas Statements' ('ISAE 3410'), issued by the International Auditing and Assurance Standards Board.

The work performed in a limited assurance engagement varies in nature and timing from, and is less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

### Independence, professional standards and quality control

We comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and we apply International Standard on Quality Control (UK) 1, 'Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements'. Accordingly, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements and professional standards (including independence, and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour) as well as applicable legal and regulatory requirements.

### Summary of work performed

Considering the level of assurance and our assessment of the risk of material misstatement of the Selected Information, whether due to fraud or error, our work included, but was not restricted to:

- assessing the appropriateness of the Reporting Criteria for the Selected Information;
- conducting interviews with Barclays' management to understand the key processes, systems and controls in place over the preparation of the Selected Information;
- agreeing a selection of the Selected Information to the corresponding source documentation;
- assessing a selection of formulae used (including the appropriateness of unit and carbon conversion factors by reference to widely recognised and established conversion factors) and manual calculations performed over the Selected Information;
- reperforming a selection of the carbon conversion factor calculations and other unit conversion factor calculations;
- performing analytical review procedures over the aggregated Selected Information, including a comparison to the prior period's amounts having due regard to changes in business volume and the business portfolio; and
- reading the Report and narrative accompanying the Selected Information in the Report with regard to the Reporting Criteria and for consistency with our findings.

# KPMG Assurance Report continued

## This report's intended use

This assurance report is made solely to Barclays in accordance with the terms of the engagement contract between us. Those terms permit disclosure to other parties, solely for the purpose of Barclays showing that it has obtained an independent assurance report in connection with the Selected Information.

We have not considered the interest of any other party in the Selected Information. To the fullest extent permitted by law, we accept no responsibility and deny any liability to any party other than Barclays for our work, for this assurance report or for the conclusions we have reached.

### KPMG LLP

Chartered Accountants  
London

KPMG LLP

18 February 2021

The maintenance and integrity of Barclays' website is the responsibility of the Directors of Barclays; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information, Reporting Criteria or Report presented on Barclays' website since the date of our report.

## Appendix 1

The Underlying Selected Data that constitutes the Selected Information are listed below. The information in this Appendix needs to be read together with the limited assurance report and the Reporting Criteria.

Selected Information for the year ending 30 September 2020:

<i>Underlying selected data</i>	<i>Unit</i>	<i>Value</i>
Total carbon emissions	'000 tonnes CO <sub>2</sub> e	197.5
Location based emissions – Scope 1	'000 tonnes CO <sub>2</sub> e	18.8
Location based emissions – Scope 2	'000 tonnes CO <sub>2</sub> e	159.5
Location based emissions – Scope 3	'000 tonnes CO <sub>2</sub> e	19.1
Market based emissions – Scope 2	'000 tonnes CO <sub>2</sub> e	64.2
Global Scope 1 and Scope 2 carbon emissions (tonnes CO <sub>2</sub> e reduction in emissions for the year against baseline (2018))	% %	71
Total energy use	'000 kWh	621,695
Progress against Barclays' commitment to RE100	%	74

Selected Information for the year ending 31 December 2020:

<i>Underlying selected data</i>	<i>Unit</i>	<i>Value</i>
LifeSkills 2020	number of people (million)	2.33
LifeSkills programme to date (since 2013)	number of people (million)	12.4
Connect with Work 2020	number of people placed into work	49,700
Financing facilitated in social and environmental segments	£ billion	60.9
Green financing facilitated	£ billion	17.6



## Notes

The terms 'Barclays' or 'Group' refer to Barclays PLC together with its subsidiaries. The abbreviations '£m' and '£bn' represent millions and thousands of millions of Pounds Sterling respectively; the abbreviations '\$m' and '\$bn' represent millions and thousands of millions of US Dollars respectively; and the abbreviations '€m' and '€bn' represent millions and thousands of millions of Euros respectively.

## Important Notice – Basis of Preparation

**The reader should be aware that this report and the information contained within it, is prepared on the following basis:**

- i. The preparation of this report requires the application of a number of key judgements and also requires assumptions and estimates to be made. The key areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to this report, include: financed carbon emissions and portfolio alignment; classification of environmental and social financing; and measurement of climate risk and operational emissions. There is a risk that the judgement exercised, or the estimates or assumptions used, may subsequently turn out to be incorrect. These judgements and resulting data presented in this report are not a substitute for judgements and analysis made independently by the reader;
- ii. Reported numbers reflect best estimates and judgements at the given point in time;
- iii. This report uses models, external data and other sources/methodologies, each of which are subject to ongoing adjustment and modifications beyond our control;
- iv. The outputs of these models, external data and other sources/methodologies can be materially affected by the quality of the underlying data used. They may be subject to uncertainties affecting the accuracy of their outputs. There is a risk that the outputs may be misinterpreted or misused when dealing with developing themes, such as climate-related disclosures and other environmental, social and governance data points, due to the lack of market standards, historical reference points and benchmark data, as well as the inability to rely on historical data as a strong indicator of future trajectories, in the case of climate change and its evolution.
- v. In general, the quality of the data relied upon in ESG reporting is often not yet of the same standard as more traditional financial reporting and therefore presents an inherent limitation to the performance reported in this report;
- vi. ESG reporting across the industry as a whole is not yet subject to the same accounting rigour or globally accepted principles and rules as financial reporting. Accordingly, there is a lack of commonly accepted reporting practices for the Group to follow or align to. We will continue to review available data sources and enhance our methodology and processes to improve the robustness of the performance disclosed over time;
- vii. This report and the information contained within it is unaudited;
- viii. Further development of accounting and/or reporting standards could materially impact the performance metrics, data points and targets contained in this report; and
- ix. As standards and practices continue to evolve, it may mean subsequent reports do not allow a reader to compare performance metrics, data points or targets from one reporting period to another, on a direct like-by-like basis.

## Forward-looking statements

This report contains certain forward-looking statements 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. These 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', 'target', 'projected', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'achieve' or other words of similar meaning.

By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. The forward-looking statements speak only as at the date on which they are made. Forward-looking statements may be affected by: changes in legislation; the development of standards and interpretations including evolving practices in ESG reporting with regard to the interpretation and application of accounting, industry and regulatory standards; the Group's ability along with government and other stakeholders to manage and mitigate the impacts of climate change effectively; and environmental, social and geopolitical risks. A number of these influences and factors are beyond the Group's control.

These statements are based on the current beliefs and expectations of Barclays' management and are subject to significant risks and uncertainties. Actual outcomes may differ materially from those expressed in the forward-looking statements. Factors that could impact Barclays' future financial condition and performance are identified in the Barclays PLC Annual Report 2020, which is available on [barclays.com](https://www.barclays.com).

Subject to our obligations under the applicable laws and regulations of any relevant jurisdiction (including, without limitation, the UK and the US), in relation to disclosure and ongoing information, we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise.



Barclays is a British universal bank. We deploy finance responsibly to support people and businesses, acting with empathy and integrity, championing innovation and sustainability, for the common good and the long term.

Our Purpose and Values ensure we are able to deliver for all our stakeholders: for our customers and clients, for our colleagues, for society and for our investors. We're proud to feature some of their stories inside this Report.

For further information and a fuller understanding of the results and the state of affairs of the Group, please refer to the Barclays PLC suite of annual reports available at [home.barclays/annualreport](https://home.barclays/annualreport)



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#### **Barclays PLC Annual Report 2020**

A detailed review of Barclays' 2020 performance with disclosures that provide useful insight and go beyond reporting requirements.

#### **Barclays PLC Environmental Social Governance Report 2020**

An overview of our ESG strategic priorities and performance, reported against a range of quantitative and qualitative indicators.

#### **Barclays PLC Climate-related Financial Disclosures 2020**

An enhanced report aligning to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in this, the fourth year of disclosure.

#### **Barclays PLC Fair Pay Report 2020**

An overview of our approach to pay-fairness and how we implement this in our principles and policies through the themes of our Fair Pay agenda.

#### **Barclays PLC Diversity and Inclusion Report 2020**

An overview of the Group's approach to building a more inclusive company, including a progress report on each of our five pillars of diversity and inclusion.

#### **Barclays PLC Country Snapshot 2020**

An overview of our global tax contribution as well as our approach to tax, including our UK tax strategy, together with our country-by-country data.

#### **Barclays PLC Pillar 3 Report 2020**

A summary of our risk profile, its interaction with the Group's risk appetite, and risk management.