

BARCLAYS PLC AND BARCLAYS BANK PLC

BOARD AUDIT COMMITTEE

TERMS OF REFERENCE

Set out below are the terms of reference for both the Barclays PLC ('BPLC') and Barclays Bank PLC ('BBPLC') Board Audit Committees, save that: (i) unless otherwise determined by the Board or Board Audit Committee of BBPLC that it should also apply to BBPLC, within the parameters set by the BPLC Board where relevant, the paragraphs or provisions marked with '*' are expected to apply primarily to the Board Audit Committee of BPLC; and (ii) unless otherwise determined by the Board or Board Audit Committee of BPLC that it should also apply to BPLC, the paragraphs or provisions marked with a '+' are expected to apply primarily to the Board or Board Audit Committee of BBPLC.

References in these terms of reference to the 'Company' shall mean each of BPLC and BBPLC, references to the 'Committee' shall mean the Board Audit Committee of each of BPLC and BBPLC, references to the 'Board' shall mean the Board of each of BPLC and BBPLC, to 'Director' shall mean a director of the Board of each of BPLC and BBPLC, references to 'Group' shall mean the 'BPLC Group' (being BPLC and its subsidiaries) or the 'BBPLC Group' (being BBPLC and its subsidiaries) and references to 'Audit Charter' shall mean the Audit Charter set out at Attachment 1.

Approved by the Board with effect on and from 11 December 2024.

1 Role

- 1.1 The role of the Committee is to review and monitor, among other things:
 - The integrity of the Group's financial statements and related announcements
 - The effectiveness of the Group's internal controls
 - The independence and effectiveness of the internal and external audit processes
 - The Group's relationship with the external auditor
 - The effectiveness of the Group's whistleblowing procedures
- 1.2 In providing oversight of the responsibilities in these terms of reference, the Committee will have regard to the interests of Barclays' stakeholders and, in respect of customers and clients, shall (where appropriate) consider whether the Company and the Group as a whole are delivering good customer outcomes.
- 1.3 The role of the Chair of the Committee is set out in their role profile, which forms part of Barclays Charter of Expectations.

2 Authority

- 2.1 The Committee is a committee of the Board, from which it derives its authority and to which it regularly reports.
- 2.2 The Committee has delegated authority of the Board in respect of the functions and powers in these Terms of Reference. The Committee may sub-delegate any or all of its powers and authority as it sees fit, including, without limitation the establishment of sub-committees to analyse particular issues or themes and to report back to the Committee.
- 2.3 The Committee is concerned with the business of the whole Group and accordingly its authority extends to all relevant matters relating to the Company and its subsidiaries and accordingly, in the case of BPLC, this includes all relevant matters relating to Barclays Execution Services Limited, save as provided in paragraph 2.4 below.
- 2.4 The Committee has oversight of the Group as a whole in relation to the matters within its remit, but notes that, within the parameters set by this Committee matters which relate solely to Barclays Bank UK PLC

(‘BBUKPLC’) and/or its subsidiaries and which fall solely within the remit of the terms of reference of the Board audit committee of BBUKPLC shall be dealt with by that committee*.

- 2.5 Subject always to any applicable legal or regulatory restrictions or limitations, the Committee has authority to investigate any matter relating to the Group within its Terms of Reference and to obtain such information as it may require from any Director, officer or employee of the Group.
- 2.6 The Committee may request a summary of material issues considered at any audit committees of the Group’s material subsidiaries and shall receive and review reports on any other matters referred by the chair of those committees.

3 Constitution and meetings of the Committee

- 3.1 **Membership** – Comprises at least three non-executive Directors of the Company appointed by the Board on the recommendation of the Board Nominations Committee (in consultation with the Chair of the Committee), all of whom shall be independent. The Chair of the Board may not serve as a member of the Committee. Membership shall include the Chair of the Board Risk Committee. The Committee as a whole shall have competence relevant to the banking sector and at least one member of the Committee should have significant recent and relevant financial experience. Any member of the BPLC Committee who is not also a director of BBPLC and a member of the BBPLC Committee shall be an observer only for the purposes of matters and decisions relating solely to BBPLC and shall not participate in any decisions of the BBPLC Committee relating thereto.
- 3.2 **Duration of appointments** – Shall be for a period of up to three years which may be extended by a further two additional periods of up to three years, subject to the Director still meeting the criteria for membership of the Committee. Any extension beyond nine years shall be at the discretion of the Board Nominations Committee.
- 3.3 **Chair** – Shall be appointed by the Board (in the case of BBPLC, following the recommendation by the BPLC Nominations Committee). In the absence of the Chair of the Committee (or appointed deputy), the remaining members present shall elect one of themselves to chair the meeting. The Committee Chair does not have a casting vote.
- 3.4 **Secretary** – The Company Secretary or their nominee shall act as secretary to the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.
- 3.5 **Meetings** – Will be held a minimum of four times per year at appropriate times in the financial reporting and audit cycle and at any other time as the Committee’s role and responsibilities require. Meetings will be convened by the Committee Secretary at the request of Committee members, the Chair of the Board, the Chief Executive Officer of the relevant Company, the external auditor’s lead audit engagement partner or the Chief Internal Auditor. The Chair of the Committee, and to a lesser extent the other members of the Committee, will maintain a dialogue outside of the formal meetings with key individuals involved in the Company’s governance including the Board Chair, the Chief Executive Officer, the Finance Director, the external auditor, Chief Internal Auditor and the board audit committees of the Group’s material subsidiaries and their respective chairs.
- 3.6 **Notice of meetings** – Unless otherwise agreed by the Chair of the Committee, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the Committee, and any other person required to attend.
- 3.7 **Quorum** – The quorum for meetings shall be two members, one of whom should normally be the Chair of the Committee or their appointed deputy. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in, or exercisable by, the Committee.
- 3.8 **Minutes** – The Committee Secretary or their nominee shall minute the proceedings and decisions of all Committee meetings, including recording the names of those present and in attendance. Draft minutes will be circulated to all members of the Committee and attendees, as appropriate, taking into account any conflicts of interest that may exist.

3.9 **Attendees** – Only the members of the Committee have the right to attend Committee meetings. However, the following will be expected to attend Committee meetings on a regular basis:

- The external auditor
- Finance Director
- General Counsel
- Chief Internal Auditor
- Chief Risk Officer
- Chief Compliance Officer
- Chief Operating Officer
- Group Controller*

There is an open invitation for the Chief Executive Officer and any non-executive Directors of the relevant Company (including the Chair of the Board) to attend any Committee meeting with the agreement of the Chair of the Committee.

Any Director, officer, employee or adviser of the Group may attend at the invitation of the Chair of the Committee and they may collectively or individually be requested to withdraw from meetings of the Committee if required to do so by the Chair of the Committee.

4 Interaction with Board Committees and Board escalations

The Committee shall work and liaise as necessary with the Board and other Board Committees.

4.1 Board Risk Committee

4.1.1 Where there is a perceived overlap of responsibilities between the Committee and the Board Risk Committee, the respective Committee Chairs shall have discretion to agree the more appropriate Committee to fulfil any obligation. An obligation under the Terms of Reference of the Committee or the Board Risk Committee will be deemed by the Board to have been fulfilled provided it is dealt with by either of the Committee or the Board Risk Committee.

4.1.2 The internal control aspects of operational risk are the responsibility of the Committee. The financial, capital and risk management implications of operational risk and the oversight of compliance risk are the responsibility of the Board Risk Committee.

4.1.3 Where appropriate, the Committee shall coordinate with the Board Risk Committee in respect of the Board Risk Committee's role in reviewing forward-looking compliance reports and reports on regulatory relationships.

4.2 Board Remuneration Committee

4.2.1 Where requested, the Committee shall contribute to the information provided to the Board Remuneration Committee in setting incentive compensation.

4.3 Board Sustainability Committee

4.3.1 Where appropriate, the Committee shall seek the views of the Board Sustainability Committee on any climate or sustainability disclosures within the Group's narrative reporting.

4.4 Escalations to the Board

4.4.1 The Committee may, at the discretion of the Chair, refer any material matters within the Committee's remit to the Board.

5 Responsibilities of the Committee

The Committee will undertake the following tasks/functions for the Company and the Group as a whole:

5.1 Financial reporting

5.1.1 Monitor the integrity of the Group's financial statements, interim management statements, preliminary announcements and any other formal announcements relating to the Company's financial performance. In particular:

- (a) Review and, where appropriate, report to the Board on the significant financial reporting issues and estimates and judgements made in connection with the preparation of the Group's financial statements, interim management statements, preliminary announcements and any formal announcements relating to the Company's financial performance; and review at the discretion of the Chair any other statements requiring Board approval which contain financial information first, where to carry out a review prior to Board approval would be practicable and consistent with any prompt reporting requirements under any law or regulation including the Listing Rules, Prospectus Rules and Disclosure Guidance and Transparency Rules sourcebook.
- (b) Review and challenge where necessary the clarity, completeness and appropriateness of disclosures in the Group's financial statements and consider whether the disclosures made are set properly in context, including, without limitation, the going concern and viability statements to be made by the Board and the related information presented with the financial statements (including the strategic report and corporate governance statements relating to the audit) and recommend these for approval to the Board.
- (c) Review and approve all trading statements prior to public release.*
- (d) Review, challenge where necessary and approve the significant accounting policies and practices of the Group, including as to their establishment, consistency and any changes to them.*
- (e) Consider whether the Group has adopted appropriate accounting standards and policies and, where necessary, made appropriate estimates and judgements, taking into account the external auditor's view on the financial statements.
- (f) Review and challenge where necessary the methods used to account for significant or unusual transactions where accounting treatment is open to different approaches.
- (g) Review and monitor any significant adjustments arising from the audit.
- (h) Review and challenge where necessary the Group's disclosure controls and procedures*, provided always that each Committee shall review relevant reports of the Group's Disclosure Committee.
- (i) Review and report to the Board on the sufficiency of distributable reserves prior to the approval by the Board of any interim or final dividends.

5.2 **Narrative reporting** – Advise the Board on whether, taken as a whole, the Annual Report and Accounts is fair, balanced and understandable and provides the information necessary for shareholders to assess the Company's performance, business model and strategy and review and recommend for approval to the Board the Annual Report and Accounts and Form 20-F.

5.3 Control issues

5.3.1 Review the report which identifies high-level control issues raised by all three lines of defence and classified as Critical under the Group's Enterprise Risk Management Framework's Risk and Issue Classification Matrix that require, or are subject to, remedial attention and summarises the actions being taken to resolve those issues.

5.3.2 Review and monitor management's responsiveness in addressing control weaknesses, non-compliance

with laws, regulations and internal policies and other weaknesses identified by BIA, regulators and the external auditor, which (where appropriate) shall include reviewing and overseeing the most material remediation programmes across the Group.

5.4 **Internal controls** – Provide assurance to the Board that management’s control assurance processes are implemented and are complete and effective. In particular, review the Group’s internal controls, including:

- (a) Review the appropriateness and completeness of the system of internal control.
- (b) Review and approve the statements on internal controls to be included in the Annual Report, prior to their endorsement by the Board and the external auditors.
- (c) Consider (and enquire of the Chief Executive Officer and Finance Director about) the existence of any significant deficiencies in the design or operation of the Group’s system of internal controls, any material weaknesses in internal controls and any procedures for detecting fraud, whether or not material, that involves management or other employees who have a significant role in the Group’s affairs, including receiving the annual fraud certification to support the annual fraud report required under s302(5)(b) of the Sarbanes Oxley Act 2002.
- (d) Review any proposed changes to the internal controls systems of BBUKPLC as and when so requested by BBUKPLC's Chief Executive Officer or the BPLC Group Chief Executive Officer.*

5.5 **Internal audit** – Monitor and review the effectiveness, independence and objectivity of Barclays Internal Audit ('BIA'). In particular:

- (a) Review and approve the remit of BIA, including its Audit Charter and undertake an annual review of the Audit Charter, ensuring it is appropriate for the current needs of the Group.
- (b) Ensure the right ‘tone at the top’ to ensure support for, and acceptance of, BIA at all levels of the Group. In particular, ensure the Chief Internal Auditor has appropriate access to information so as to be able to perform their role effectively. In particular, the Chief Internal Auditor will have direct and unfettered access to the Chair of the Group and to the Chair of the Committee as required, providing independence from the executive, and is accountable to the Committee.
- (c) Review and monitor the effectiveness of the work of BIA in the context of the Group’s internal control and risk management systems and its performance against its agreed objectives and the Audit Charter.
- (d) The BPLC Chief Internal Auditor shall be approved (or removed) by the BPLC Board Audit Committee* on the recommendation of the Group Chief Executive Officer and the Chair of the Committee and, in the case of BBPLC, the Chief Internal Auditor shall be appointed (or removed) by the BBPLC Board Audit Committee on the recommendation of the Group Chief Internal Auditor and the BBPLC Chief Executive Officer, having consulted with the Chair of the Committee†.
- (e) Review, assess and approve the Audit Plan prepared by BIA, including any material changes to the Audit Plan, to ensure it is aligned to the key risks of the business.
- (f) Ensure BIA has the necessary resources and access to information to enable it to fulfil its mandate, including reviewing and approving its budget, and ensure that BIA is equipped to perform in accordance with appropriate professional standards for internal auditors.
- (g) Review and monitor the coordination between BIA and the external auditors.
- (h) At least once a year, meet with BIA without executive Directors or management present.
- (i) Receive and review reports on the results of BIA’s work on a periodic basis.
- (j) Review and monitor management’s responsiveness in remedying BIA’s findings and recommendations and in supporting the effective working of BIA; and any deficiencies identified

by supervisory authorities related to the internal audit function.

- (k) Obtain an independent external assessment of BIA at an appropriate interval and at least once every five years. The Chair of the Committee will oversee and approve the appointment of the external assessor.*

5.6 **External audit** – Oversee the Group’s relationship with the external auditors and assess the effectiveness of the external audit process, taking into consideration relevant professional and regulatory requirements. In particular:

- (a) **General** – Maintain regular, timely, open and honest communication with the external auditor, ensuring the external auditor reports to it on all relevant matters to enable the Committee to carry out its oversight responsibilities. Monitor, and discuss with the external auditor, the Group’s relationship with the external auditor and the working relationship, coordination and exchange of information between the external auditor and BIA. At least once a year, meet with the external auditor without executive Directors or executive management present. The Chair of the Committee shall also normally be available before each Committee meeting to meet the external auditor for private discussions.
- (b) **Appointment and tendering**
 - (i) Review and make recommendations to the Board, to be put to the shareholder(s) for approval at the Annual General Meeting, in relation to the appointment, reappointment and removal of the external auditor.
 - (ii) Recommend to the Board that the external audit is put out to tender at least as often as is required by applicable law, rules and regulations. If the Committee recommends considering the selection of a possible new external auditor, initiate and oversee a fair tendering and selection process.* Periodically assess the qualifications, expertise and resources of the external auditor. If the external auditor resigns, investigate the issues giving rise to the resignation and consider whether any action is required.
 - (iii) Upon request from BPLC, recommend to the BBPLC Board that the external audit is put out to tender.†
- (c) **Remuneration and other terms of engagement** – Agree the remuneration to be paid to the external auditor in respect of audit and non-audit services to be provided (and ensure that the level of fees is appropriate to enable an effective and high-quality audit to be conducted) and the other terms of engagement of the external auditor, including the terms of the engagement letter issued by the external auditor at the start of each audit and the scope of the audit.
- (d) **Annual audit cycle:**
 - (i) At the start of each annual audit cycle, ensure that appropriate plans are in place for the audit consistent with the scope of the audit engagement, having regard to the seniority, expertise and experience of the audit team*.
 - (ii) Obtain from the external auditor in connection with any audit, a timely written report relating to the Group’s annual audited financial statements, including prompt notification of any significant audit findings and any significant problems encountered in carrying out the audit.
 - (iii) At least once a year meet with the external auditor without management being present, to discuss the auditor’s remit and any issues arising from the audit.
 - (iv) Review, with the external auditor, the findings of its work.
 - (v) Review and monitor management’s responsiveness in remedying the external auditor’s findings and recommendations.
 - (vi) Discuss with the external auditor any matters arising from the statutory audit that may have an impact on regulatory capital or regulatory disclosures.
 - (vii) Review, and approve on behalf of the Board, the audit representation letters requested from management by the auditor before signature.
 - (viii) As part of the on-going monitoring process and at the end of the annual audit cycle, review and monitor the content of the external auditor’s management letter.
 - (ix) At the end of the annual audit cycle, assess the effectiveness of the audit process, including an assessment of the quality of the audit, the handling of key judgements by the auditor and

the auditor's response to questions from the Committee, reporting to the Board if appropriate; the assessment of the effectiveness of the external audit process shall include a report from the external auditor on its own internal quality procedures.

- (x) Evaluate the risks to the quality and effectiveness of the financial reporting process in the light of the external auditor's communications with the Committee.
 - (xi) Review and approve the BBPLC annual external audit plan.†
- (e) **Independence and objectivity, including the provision of non-audit services, and effectiveness**
- (i) Assess, annually, the independence and objectivity of the external auditor, taking into consideration relevant law, regulations and professional requirements and the Financial Reporting Council's ('FRC') Ethical Standard for auditors and the Group's relationship with the auditor as a whole, assessing whether there are any relationships between the auditor and the Group (other than in the ordinary course of business) which could adversely affect the auditor's independence and objectivity.
 - (ii) Agree the Group's policy on the provision of non-audit services by the external auditor, including the categorisation of such services as are eligible to be regarded as 'permitted' services (including those below a certain financial threshold which are pre-approved by the Committee and others which require explicit prior approval from the Committee or, in certain cases, the Chair of the Committee) and an assessment of whether non-audit services have a direct or material effect on the audited financial statements; consider as part of the policy whether the external audit firm is the most suitable supplier of the non-audit service, the fees for the non-audit service, both individually and in aggregate, relative to the audit fee and the criteria governing compensation; and monitor the application of the policy (and the provision of those services considering the impact providing non-audit services may have on independence or objectivity) and review annually and recommend to the Board changes to the policy.
 - (iii) Agree with the Board the Group's policy for the employment of former employees of the external auditor, and monitor the application of the policy. Monitor the external auditor's compliance with the FRC's Ethical Standard for auditors relating to, among other things, the rotation of the audit engagement partner, the level of fees that the Group pays in proportion to the overall fee income of the firm, and other related regulatory requirements.
 - (iv) Determine the identity and replacement from time to time of the external audit engagement partner.*
 - (v) Implement the Group policy on the engagement of the Group external auditor to supply non-audit services, taking into account relevant guidance.

5.7 Whistleblowing

- (a) Oversee the Group's whistleblowing policies and procedures for the Group's employees and workers (as defined in the Group Whistleblowing Standard) to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters, assess their integrity, independence and effectiveness, including the procedures for protection from detrimental treatment of staff who raise concerns (and ensure management produce to the Board an annual report on the operation and effectiveness of the Group's systems and controls in relation to whistleblowing).
- (b) Receive, semi-annually, a report from the Head of Compliance on whistleblowing matters, including of material instances of disclosure and reports to the FCA about each case the Group contested but lost before an employment tribunal where the claimant successfully based all or part of their claim on detriment suffered as a result of making a protected disclosure.
- (c) Ensure that management has appropriate arrangements in place to handle any type of whistleblowing disclosure by any person (including anonymous disclosures).
- (d) Review the adequacy and security of the Group's arrangements and ensure that these arrangements allow proportionate and independent investigation of such matters effective assessment and appropriate follow up action and escalation of concerns.

5.8 Regulatory reporting

- (a) Review arrangements established by management for compliance with regulatory financial reporting and best practice requirements including the requirements and recommendations of relevant regulatory or supervisory bodies.
- (b) Review any letters to the Board from the Group's principal supervisors and regulators (including the PRA, FCA and Federal Reserve) on their risk assessments of Barclays and the associated management responses.
- (c) Review all reports, (including the Client Assets Sourcebook (CASS) Audit Report[†]) required to be commissioned from the Group's external auditor or other firms so appointed by the PRA/FCA and also the minutes of any tri-lateral meetings between the Group, the external auditor and the PRA/FCA, together with any other matters of significance arising during regular meetings with the PRA/FCA or arising with respect to returns and reports submitted to the PRA/FCA and the Group's other principal supervisors and regulators.

5.9 **Capital raising** – Receive, at each meeting during a period of due diligence in connection with the issuance or placement of ordinary shares in Barclays PLC, a report from the Chair of the Committee (or another nominated member in the Chair's absence) that confirmation (verbal or otherwise) has been received from the lead underwriter(s) that they are satisfied with the due diligence process.*

5.10 Litigation and Legal Matters

- (a) Receive and review regular reporting of outstanding litigation, investigation and competition ('Litigation') matters.
- (b) Review the Litigation Report and the proposed litigation statement for inclusion in the statutory accounts.
- (c) Have in place procedures for receiving evidence from external and internal lawyers relating to breaches of securities law, fiduciary duties or other similar violations.

5.11 Tax

Oversee the Group's tax matters.

5.12 Committee effectiveness

- (a) **General** – Conduct an annual assessment of the Committee's effectiveness and recommend any necessary changes to the Board. Consider whether or not the Committee receives adequate and appropriate support in fulfilment of its role and whether or not its current workload is manageable.

Training – Make available, via the Committee Secretary, to new members of the Committee a suitable induction process and provide training and awareness to members of the Committee on an ongoing and timely basis.

6 Reporting responsibilities

6.1 Reporting to the Board

- (a) **General** – Report to the Board on how it has discharged its responsibilities and on any other matters referred to it by the Board. In doing so, identify any matters within its remit in respect of which it considers that action or improvement is needed, and make any recommendation it deems appropriate as to the steps to be taken.
- (b) **Meetings** – Following each meeting of the Committee, report formally (through the Chair of the Committee (or the chair of that meeting)) to the Board on its proceedings.

- (c) **Report to BPLC** – The Chair of the BBPLC Committee shall report to the BPLC Committee on its proceedings on all material issues considered and may also refer any other matters as required for review.†

6.2 Reporting to External Shareholders*

- (a) **General** – The Committee should identify any shareholder views on audit issues and respond to any shareholder concerns.
- (b) **Annual General Meeting** – The Chair of the Committee, or a deputy chosen from the membership, should be present at the Annual General Meeting of the Company to answer questions, through the Chair of the Group, on the report on the Committee’s activities and matters within the scope of the Committee’s responsibilities.
- (c) **Annual Report** – The Committee will compile a report of the work of the Committee in discharging its responsibilities for inclusion in the Annual Report, including:
 - (i) the significant issues considered by the Committee relating to the financial statements and how these were addressed;
 - (ii) an explanation of how the external audit process responsibilities were carried out; **and** how the Committee has assessed the independence and effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external auditor, information on the length of tenure of the current audit firm, when a tender was last conducted and advance notice of any retendering plans;
 - (iii) in the event of the Board not accepting the Committee’s recommendation on the external auditor’s appointment, reappointment or removal, a statement from the Committee explaining its recommendation and reasons why the Board has taken a different position; and
 - (iv) an explanation of how auditor independence and objectivity are safeguarded if non-audit services are provided by the external auditor having regard to matters communicated to the Committee by the auditor and all other information requirements set out in the UK Corporate Governance Code.

In compiling its report, the Committee shall exercise judgement in deciding which of the issues it considers in relation to the financial statements are significant, but shall include at least those matters that have informed the Board’s assessment of whether the Company is a going concern and the inputs of the Board’s viability statement. The Committee has the right to publish in the Annual Report, details of any issues that cannot be resolved between the Committee and the Board.

7 Governance and Resources

The Committee shall:

- 7.1 in its decision making, give due regard to any relevant legal or regulatory requirements, and associated best practice guidance, as well as to the risk and risk management implications of its decisions;
- 7.2 have access to sufficient resources in order to carry out its duties, including access to the Company Secretary, who shall have independent access to the Chair of the Committee and to the services of Barclays Corporate Secretariat on Committee matters;
- 7.3 have the power to engage independent counsel and other professional advisers at the expense of the Group and to invite them to attend meetings; and
- 7.4 be entitled to seek any information it requires from any employee of the Group in order to perform its duties and call any employee to be questioned at a meeting of the Committee as and when required.

8 Terms of Reference

The Committee shall:

- 8.1 report to the Board on how its responsibilities identified in these Terms of Reference have been discharged; and
- 8.2 review, on an annual basis, these Terms of Reference to ensure it is operating effectively and may recommend to the Board any changes it considers necessary.

Barclays Corporate Secretariat
December 2024

The Internal Audit Charter

Introduction

It is the policy of the Board(s) of Barclays PLC and Barclays Bank PLC to maintain an independent internal audit function to undertake internal audit work throughout Barclays. Internal Audit's mandate is received from the Board Audit Committee with the endorsement of the Barclays Chief Executive. This Charter for Internal Audit defines the purpose, authority and responsibilities of Internal Audit. This combined audit charter applies equally to Barclays PLC and Barclays Bank PLC except to the extent that specific aspects relating to Barclays Bank PLC are noted. Any exceptions or variations to this charter must be approved in advance by the Board Audit Committee. This Charter will be reviewed at least annually to ensure it remains current and in accordance with current procedures, standards and good practice.

Purpose

The purpose of Internal Audit is to assist the Board and Executive Management to protect the assets, reputation and sustainability of Barclays. This will be achieved through the provision of independent, objective, reliable, valued, insightful and timely risk-based assurance to the Board and Executive Management over the effectiveness of governance, risk management and control over current, systemic and evolving risks. Assurance will be provided in the context of the current and expected business environment and in accordance with the Institute of Internal Auditors International Professional Practices Framework.

Authority

The Barclays Chief Internal Auditor and staff of Internal Audit are authorised to:

- Have unrestricted access to all information, functions, records, systems, property, and staff anywhere within Barclays, relevant to their role and may attend Executive Committee meetings.
- Have uninhibited right of access to the Chair of the Barclays PLC Board, the Chair of the Board Audit Committee, other Board Committees as appropriate and to the Barclays Chief Executive.
- Allocate resources, set frequencies, select subjects, determine scopes of work, assess audit need and coverage and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of staff in Barclays as well as other specialised services from within or outside Barclays.

The Barclays Chief Internal Auditor is invited to attend and observe all Board Audit Committee meetings, Barclays Executive Committee meetings and any other key management decision making fora.

Organisation

To provide for its independence, all Internal Audit staff report to the Barclays Chief Internal Auditor who in turn reports functionally to the Board Audit Committee and administratively to the Barclays Chief Executive Officer. This seniority level within the organisation ensures the appropriate standing, access and authority to challenge the Executive.

The Barclays Chief Internal Auditor shall be approved (or removed) by the BPLC Board Audit Committee on the recommendation of the Group Chief Executive Officer and the Chair of the Committee and, in the case of BBPLC, the Chief Internal Auditor shall be appointed (or removed) by the BBPLC Board Audit Committee on the recommendation of the Group Chief Internal Auditor and the BBPLC Chief Executive Officer, having consulted with the Chair of the Committee. The Board Audit Committee is also responsible for evaluating the performance of Internal Audit on a regular basis. In doing so, it identifies appropriate criteria for defining the success of Internal Audit, in addition to the delivery of the audit plan.

The BPLC Board Remuneration Committee considers and approves recommendations on the GCIA remuneration in consultation with the BPLC Board Audit Committee Chair and Group CEO.

The Chair of the Board Audit Committee is accountable for:

- Setting the objectives and appraising the performance of the Barclays Chief Internal Auditor, considering also the views of the Barclays Chief Executive. This annual appraisal considers the independence, objectivity and tenure of the Chief Internal Auditor.
Assessing the Barclays Chief Internal Auditor's independence and objectivity if his/her the tenure as Chief Internal Auditor exceeds seven years.

In the case of Barclays Bank Plc, the Barclays Chief Internal Auditor will share annual objectives, appraisals, performance reviews, and compensation of the Barclays Bank PLC Chief Internal Auditor with the Barclays Bank PLC Audit Committee Chair for review and input.

The remuneration of the Barclays Chief Internal Auditor and Internal Audit staff is structured in a manner such that it avoids conflicts of interest, does not impair their independence and objectivity and is not directly or exclusively linked to the short term performance of the organisation.

Accountability

The Barclays Chief Internal Auditor will take reasonable steps to ensure that:

- The Internal Audit function is controlled effectively.
- The function complies with the relevant requirements and standards of the regulatory system.
- Any delegation of his/her responsibilities is to an appropriate person and these will be overseen effectively
- Information will be disclosed appropriately of which the FCA or PRA would reasonably expect notice.

Independence and Objectivity

Internal audit staff will maintain an unbiased mental attitude that allows them to perform engagements objectively, do not compromise quality, and do not subordinate their judgment on audit matters to others, either in fact or appearance. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgment. This includes not being involved in providing internal audit services in relation to a business activity for which they have had internal oversight or external audit responsibility within the previous 12 months.

Internal Audit staff will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties
- Exhibit professional objectivity in gathering, evaluating, and communicating information.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Where the Barclays Chief Internal Auditor has or is expected to have roles or responsibilities that fall outside of internal auditing, safeguards will be put in place to limit impairments to independence or objectivity.

Internal Audit staff will need to have sound judgement. This will require them to have appropriate skills, experience and expertise and to conduct their work with proficiency and due professional care.

Effective Risk Management, Compliance and Finance functions are an essential part of an organisation's corporate governance structure. Internal Audit is independent of these functions and is neither responsible for, nor part of, them. Internal Audit will include within its scope an assessment of their adequacy and effectiveness, and will exercise informed judgement when considering the results of their work.

Internal Audit staff will engage in continuing professional development. If the knowledge, skills and competencies required to perform an engagement are not available within Internal Audit, the Barclays Chief Internal Auditor will obtain alternative advice, assistance or resources.

The Barclays Chief Internal Auditor will attest annually on the independence of the internal audit function. If Internal Audit's independence or objectivity is impaired, the details of the impairment will be disclosed to the Chair of the Board Audit Committee.

Whilst Internal Audit staff should have sufficient knowledge to identify the indicators of fraud, they are not expected to have the expertise of a person whose primary responsibility is detecting and investigating fraud.

Internal Audit is prohibited from:

- performing any operational duties, including preparation of policies and procedures, for the Group;
- initiating or approving any accounting transaction external to the Group; and
- directing the activities of any member of staff not employed by Internal Audit, except to the extent such employees have been appropriately assigned to otherwise assist Internal Audit.

Scope

In setting its scope, Internal Audit forms its own risk based judgment on how best to segment the audit universe given the structure and risk profile of the organization. The scope of Internal Audit also takes into account business strategy and is focused on key controls mitigating current, systemic and evolving risks to Barclays (including key corporate events), assessing the effectiveness of risk management and risk mitigation in the context of the current and expected business environment. Internal audit achieves its purpose by assessing whether all significant risks are identified and appropriately reported by Management and the Risk function to the Board and Executive Management; assessing whether they are adequately controlled; and by challenging Executive Management to improve the effectiveness of governance, risk management and internal controls.

Internal Audit may include within its scope:

- The risk and control culture of the organisation including assessing whether processes, actions and ‘tone from the top’ and observed behaviours across the organization are in line with the espoused values, ethics, risk appetite and policies of the organisation
- Assessing whether Management has established and reviewed a risk appetite through the active involvement of the Board and Executive Management, and whether the risk appetite is embedded within Barclays activities, limits and reporting. Internal audit will report annually to the Audit Committee its conclusions on whether the organisation’s risk governance framework is being adhered to.
- Management’s control awareness (attitude and approach taken by all levels of management) and internal control, including managements’ approach to addressing known issues.
- The processes and controls, including customer outcomes, supporting strategic and operational decision making and that the results of operations and programs are consistent with established goals and objectives
- Assessing processes and systems for compliance with applicable policies, procedures, laws, and regulations that could significantly impact Barclays
- Whether information presented to the Board, its committees and Executive Management fairly represents the benefits, risks and assumptions associated with strategy and corresponding business plans.
- Whether Management is adequately designing and controlling products, services and supporting processes in line with customer interests and conduct regulation.
- The modeling and management of the organization’s capital and liquidity risks including the process for establishing and maintaining scenario analysis (stress testing) in relation to major risk categories, and recovery plans related to economic shocks.
- The processes followed by the organisation’s first and second line of defence as well as the quality of their work.

In addition, as permitted under the standards of the Institute of Internal Auditors, the Barclays Chief Internal Auditor may direct non-audit services where the services have potential to improve the governance, risk management, controls processes and of control environment. These services will be appropriately included in the Internal Audit Plan and will include a clear strategy and timeline for migrating the responsibility for these services to management.

As permitted under the standards of the Institute of Internal Auditors, the Barclays Chief Internal Auditor can approve the outsourcing of Internal Audit activities, but not of the Function, on a limited and targeted basis, when there is a need of a specialized expertise and knowledge. Internal Audit should be able to explain the reasons for outsourcing audit activities to the Audit Committee.

All activities undertaken within and on behalf of Barclays fall within the scope of Internal Audit's remit. There are no restrictions on the scope of Internal Audit's work. Internal Audit activity must be free from interference in determining the scope of internal auditing, performing work and communicating results. The Barclays Chief Internal Auditor will disclose any such interference to the Board Audit Committee and discuss the implications.

Responsibilities

The Barclays Chief Internal Auditor, in the discharge of his or her duties, is responsible to the Board Audit Committee and to executive management for:

- Leading, developing and managing the execution of the BIA strategy and business plans that align to Barclays Board approved Purpose, Values, Mindset, Risk Appetite and Group Frameworks and Policies.
- Developing and leading a high performing and sustainable audit function to ensure BIA's reputation, capability and independence within the Group is sustained as benchmarked against external best-practice standards of service quality, effectiveness and efficiency and which delivers value added assessment and reporting of the effectiveness of Barclays risk management controls and methodologies and their ability to respond to new, systemic and evolving risks in the context of the current and expected business environment.
- Ensuring that Internal Audit staff have the skills and experience (including technical subject matter expertise) commensurate with the risks of the organisation and scale of operations. This may entail training, recruitment, secondment from other parts of the organisation or co-sourcing with external third parties. The Barclays Chief Internal Auditor will provide the Audit Committee with a regular assessment of the skills required to conduct the work needed, and whether the Internal Audit budget is sufficient to recruit and retain staff or procure other resources with the expertise and experience necessary to provide effective challenge throughout the organisation and to the Executive.
- Maintaining an appropriate risk appetite to cover the material risks in line with the Enterprise Risk Management Framework, regulatory requirements and cyclical coverage through a flexible annual coverage programme.
- Internal audit's judgment on the frequency and method of audit cycle coverage is to be presented to the Board Audit Committee for approval.
- The Audit Plan is to be discussed with Barclays Chief Executive, Executive Management and presented to the Board Audit Committee for approval.
- Maintaining the flexibility of the Audit Plan, Internal Audit maintains day to day interaction with key personnel across the business to remain alert for new and emerging risk. The audit plan is a risk based plan that is formally updated following any changes in Barclays risk profile, with approval sought from the Board Audit Committee for any requested changes to the plan.
- Monitoring market conditions to be alert for new and emerging risks resulting from changes in current market forces, economies at risk and regulatory changes impacting the group's businesses or jurisdictions, Internal Audit will review the impact on existing audit plans and ensure where appropriate coverage is reprioritised and refocused.
- Monitoring proposed significant strategic decisions, to ensure a timely and appropriate response is delivered for any proposed acquisitions, de novo start-ups, business disposals, business transfers or mergers. Internal Audit will review the impact on existing audit plans and ensure where appropriate coverage is reprioritised and refocused.
- Delivering the agreed internal audit plan through the issuance of audit reports, and other assurance, to management and to the Chair of the Board Audit Committee, in accordance with the internal audit methodology.
- Identifying, analysing, evaluating and recording sufficient information during the execution of internal audit work to achieve the internal audit objectives. Audit results shall be communicated accurately and timely following the completion of audit work.
- Provide accurate, transparent and timely reporting to the Group ExCo, Chair of the Board and / or Chair of other appropriate Board Committees as required. Specifically, provide periodic reports to the Board Audit Committee and/or Board Risk Committee including:
 - The summary status of the Audit Plan and the results of audit activities (at least quarterly).
 - A focus on significant control weaknesses and breakdowns together with root-cause analysis.
 - Any significant thematic issues identified across the organisation.

- An independent view of Management's reporting on the risk management of the organisation, including a view on Management's remediation plans highlighting areas where there are significant delays.
- A review of post-mortem and 'lesson learned' analysis for significant adverse events at the organisation.
- An assessment of the overall effectiveness of the governance, and risk and control framework of the organisation, and conclusions on whether the organisation's risk appetite framework is being adhered to (at least annually).
- Internal Audit's conformance with the Code of Ethics and the International Auditing Standards (at least annually).
- Monitoring follow-up action undertaken by management to remedy weaknesses identified by Internal Audit, forming a view on whether the action taken is sufficient, timely and controls introduced are operating as intended to mitigate the risk
- Maintaining an open, constructive and co-operative relationship with regulators, including in exceptional circumstances communicating significant issues to regulators in the event that management has not done so.
- Maintaining an open and constructive relationship with the first and second lines of defence whilst maintaining independence by:
 - Engaging regularly and proactively with senior leadership for the businesses and functions.
 - Sharing of information regarding audit results relevant to carrying out their respective responsibilities.
 - Exercising informed judgment while preserving BIA's objectivity when considering results from their work (particularly the second line of defence) to inform the audit plan, risk assessment and assurance work.
- Maintain regular, timely, open and honest communication with the appointed external auditors to share information and inform our risk assessment and audit plans. Meet with the external auditors without executive Directors or executive management present to discuss the External Auditor's current areas of focus / issues, key matters raised or to be raised at key governance committees and provide challenge to respective audit plans.

Standards of Practice

Internal Audit and all Internal Audit staff are expected to comply with The Barclays Way, policies and ethical standards; the mandatory elements of The Global Institute of Internal Auditors International Professional Practices Framework, and any other material regulatory requirements as pertains to Internal Audit plans and performs its assurance work to the standards and requirements set out in the Internal Audit methodology covering: annual planning; audit planning; audit execution; audit reporting; and post audit issues validation.

Subsidiary Internal Audit

The Chief Internal Auditors of the Subsidiary entities (including Barclays Bank UK PLC and Barclays Bank PLC) have a functional reporting line to the Barclays Chief Internal Auditor in addition to any local statutory or regulatory required reporting line to the local entity. Where necessary, Barclays subsidiaries will have their own audit charters, and the internal audit relationship between different Barclays entities will be governed by service agreements. The Barclays Chief Internal Auditor considers the independence, objectivity and tenure of the Chief Internal Auditors of the Subsidiary entities as part of the appraisal process, and reports as necessary on such to the relevant subsidiary Board Audit Committee Chairs.

Quality Assurance and Improvement Programme

Barclays Chief Internal Auditor will develop and implement a quality assurance and improvement programme that covers all aspects of internal audit activity and continuously monitors its effectiveness. The program will include external and internal assessments of the internal audit function's conformance with the Global Internal Audit Standards and a self-assessment against other significant regulatory guidance and standards, as well as performance measurement to assess the internal audit function's progress toward the achievement of its objectives and promotion of continuous improvement. The assessments include plans to address any deficiencies and opportunities for improvement.

In evaluating the performance of Internal Audit, the Board Audit Committee will consider the results of the internal QAIP. Board reporting includes: the scope and frequency of the both the internal and external assessments and their results. External assessments will occur at least every 5 years.

Approved by:

Board Audit Committee

Dated: 9 December 2024

ANNEX TO THE BARCLAYS PLC BOARD AUDIT COMMITTEE TERMS OF REFERENCE

(Approved by the Board with effect on and from 1 January 2019)

BOARD AUDIT COMMITTEE ACTING AS A QUALIFIED LEGAL COMPLIANCE COMMITTEE

1. Constitution, meetings etc.

- 1.1 **Membership** - will comprise members of the Board Audit Committee of Barclays PLC (“the Company”).
- 1.2 **Quorum** - shall be three.
- 1.3 **Meetings** - The Committee shall meet contemporaneously with the audit committee meetings of the Company and on such other occasions as shall be necessary or appropriate to fulfil its functions as a Qualified Legal Compliance Committee. Each meeting will receive a report of any “material violations” prepared in accordance with 3 below.

The Chair of the Barclays Group and the Chair of the Committee may each request that a meeting should be held at any time. The Group General Counsel may request a meeting to be held at any time.
- 1.4 **Chair** - shall be appointed by the Board.
- 1.5 **Secretary** - the Group Secretary, and/or the Deputy Secretary or an Assistant Secretary, shall attend all meetings of the Committee.
- 1.6 **Minutes** - will be circulated to all members, the Group Chief Executive Officer and the Group General Counsel, and reports made to the Board following each meeting of the Committee.
- 1.7 **Attendees** - Attendees shall be those persons directed to attend by the Committee. Attendees are not members of the Committee and they may be collectively or individually requested to withdraw from meetings of the Committee if required to do so by the Chair of the Committee or any member of the Committee serving as Chair of the meeting.
- 1.8 **Advice** - the Committee shall have the power to engage independent counsel and other professional advisers at the expense of the Group, and to invite them to attend meetings.

2. Scope of authority

- 2.1 The Committee is a committee of the Board of the Company, to which Board it will report on a regular basis. The Committee is concerned with the business of the whole Barclays Group and its authority extends to all relevant matters relating to the Company and business groups and subsidiaries.
- 2.2 The Committee has authority to investigate any matters within its responsibilities and to obtain such information as it may require from any director, officer or employee of the Barclays Group.
- 2.3 The Committee, with respect to any matter arising under 3 below, has the authority and responsibility, acting by majority vote, to take all appropriate action, including notification of the U.S. Securities and Exchange Commission, if the Group fails to implement the recommendations proposed by the Committee in its capacity as a Qualified Legal Compliance Committee.

3. Responsibilities of the Committee

The prime function of the Committee is to investigate and take remedial action with respect to any reports of “material violations”.

The Committee shall:

- (i) establish written procedures for the confidential receipt, retention and consideration of reports of material violations;
- (ii) inform the Group Chief Executive Officer and the Group General Counsel of any report of evidence of a material violation (except where it is reasonably believed that such a communication would be futile);
- (iii) decide whether an investigation is necessary to determine whether in fact there is a material violation, and if so, to:
 - notify the full Board;
 - initiate an investigation, which may be conducted by the Group General Counsel or outside attorneys (retained pursuant to (1.8) above); and
 - retain such additional expert personnel as the committee deems necessary;
- (iv) at the conclusion of any investigation;
 - recommend, by a majority vote, that the Group implement an appropriate response to the evidence of a material violation; and
 - inform the Group Chief Executive Officer and the Group General Counsel and the Board of the results of the investigation and the appropriate remedial measures to be adopted.

As used in these terms of reference, a “material violation” shall include a material violation of U.S. federal or state securities laws or a breach of U.S. federal or state common law or statutory fiduciary duty, including malfeasance, nonfeasance, abdication of duty, abuse of trust and approval of unlawful transactions. A “material violation” shall also include any similar violation of any U.S. federal or state law.

Group Corporate Secretariat
1 January 2019