



Barclays PLC

Board Diversity and Inclusion Policy

8 February 2024

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Purpose

The Board Diversity and Inclusion Policy ('the Policy') sets out the approach to diversity, equity and inclusion on the Board of Directors of Barclays PLC ('the Board').

Scope of Application

The Policy applies to the Board.

In relation to employees of the Barclays Group, Barclays' approach to diversity, equity and inclusion is covered in our Group-wide Barclays Way and in our Diversity, Equity and Inclusion Policy.

Policy Statement

Barclays is committed to continuing to build a diverse, equitable, and inclusive workplace. We believe that when we make our organisation inclusive and equitable, we can make the most of the different backgrounds, perspectives, and experiences of our colleagues and better serve our customers and clients.

The Board is supportive of this culture, recognising the benefits of a diverse, equitable and inclusive Board, reflective of the communities in which we operate, in driving effective decision-making.

Barclays is committed to ensuring that all Board appointments and succession plans are based on merit and objective criteria, recognising the benefits that diversity, in all its forms, brings to the Board, including in relation to gender, ethnicity, age, sexual orientation, disability and social, educational and professional background and geographic provenance. Due regard will be also be given to diversity and inclusion characteristics when considering appointments to Board committees.

The Board is committed to operating in way that supports diversity, equity and inclusion, where Directors' views are both encouraged and heard.

The Board Nominations Committee ('the Committee') reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors. The Committee also oversees the conduct of the annual review of Board effectiveness.

- In reviewing Board composition, the Committee will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to enable it to discharge its duties and responsibilities effectively.
- In identifying suitable candidates for appointment to the Board, the Committee will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board.
- As part of the annual performance evaluation of the effectiveness of the Board, Board Committees and individual Directors, the Committee will consider the balance of skills, experience, independence and knowledge of Barclays on the Board and the diversity representation of the Board, how the Board works together as a unit, and other factors relevant to its effectiveness.
- The Committee will oversee the development of a diverse pipeline for succession for the Board.

Measurable Objectives

The Committee will discuss and agree annually all measurable objectives for achieving diversity on the Board and recommend them to the Board for adoption.

The Board supports the board diversity targets recommended by the FTSE Women Leaders Review on gender diversity and the Parker Review on ethnic diversity, and which are set out in the FCA's Listing Rules¹. The recommendations from these reports are reflected in the Board's current targets.

At any given time the Board may seek to improve one or more aspects of its diversity and measure progress accordingly.

Gender Diversity

The Board's current target is to ensure that by 2025:

- the proportion of women on the Board is at least 40 per cent; and
- at least one of the following senior Board positions is held by a woman: Chair, Chief Executive, Senior Independent Director or Chief Finance Officer,

and that this is maintained going forward.

Ethnic Diversity

The Board's current target is to ensure that at least one Board member is from a minority ethnic background excluding white ethnic groups and that this is maintained going forward

Monitoring and Reporting

The Committee will report annually, in the corporate governance section of the Barclays Annual Report, on the process it has used in relation to Board appointments. This report will include a summary of this Policy, the measurable objectives set for implementing the Policy and progress made towards achieving those objectives.

Review of the Policy

The Committee will review the Policy annually, which will include an assessment of the effectiveness of the Policy. The Committee will discuss any revisions that may be required and recommend any such revisions to the Board for approval.

Policy Governance

Policy Sponsor:	Group Chairman
Date approved:	8 February 2024
Approved by:	The Barclays PLC Board Nominations Committee on behalf of the Board
Date last revised:	8 February 2024
Responsibility for document management:	Barclays Corporate Secretariat

¹ LR9.8.6R(9) and LR14.3.33R(1)