

Barclays Capital Securities Limited

Strategic Report

For the year ended 31 December 2023

Section 172(1) statement

The Directors have acted in the way that they considered, in good faith, would be most likely to promote the success of the Company for the benefit of its sole member, BBPLC, and this section forms our Section 172 disclosure, describing how, in doing so, the Directors considered the matters set out in section 172(1)(a) to (f) of the Companies Act 2006. The Directors also took into account the views and interests of a wider set of stakeholders, including customers, regulators, the UK Government and non-governmental organization.

The Directors considered, amongst other matters, the following:

- the likely consequences of any decision in the long term;
 - the need to foster the Company's business relationships with suppliers, customers and others;
 - the impact of the Company's operations on the community and the environment;
 - the desirability of the Company maintaining a reputation for high standards of business conduct;
- and
- the need to act fairly as between members of the Company.

You can read more about the key activities of the Board and decisions taken during the year in the Directors' report, in particular on how we have complied with our corporate governance principles on pages 10-13. Further relevant information regarding the Barclays Group's key stakeholder groups and how we listen and respond to them can be found in the 'Our stakeholders' section of the Barclays PLC (BPLC) 2023 Annual Report.

Considering this broad range of interests is an important part of the way the Board makes decisions, although in balancing those different perspectives it will not always be possible to deliver everyone's desired outcome.

How the Board engages with stakeholders?

Depending on the decision in question, the relevance of each particular stakeholder group may differ, and equally the Board adopts a variety of methods of engagement with different stakeholder groups. The Board will sometimes engage directly with certain stakeholders on certain issues, but the size and distribution of our stakeholders and of Barclays means that stakeholder engagement often takes place at an operational level.

In addition, to ensure a more efficient and effective approach, certain stakeholder engagement is led at Barclays Group level, in particular where matters are of group-wide significance or have the potential to impact the reputation of the Barclays Group.

The Board considers and discusses information from across the organisation to help it understand the impact of the Company's operations on, and the interests and views of, our key stakeholders. It also reviews strategy, financial and operational performance as well as information covering areas such as key risks, and legal and regulatory compliance. This information is provided to the Board through reports sent in advance of each Board meeting, and through in-person presentations.

As a result of these activities and the information it receives, the Board has an overview of engagement with stakeholders, and other relevant factors, which enables the Directors to comply with their legal duty under section 172 of the Companies Act 2006.

Control environment and risk management focus

As reported in the BPLC 2023 Annual Report, Barclays has established a group wide cultural change programme led by our Group Chief Executive, to set a standard of consistent excellence, recognising that both the Group's stakeholders and management want Barclays to perform at a consistently very high level, each and every day. This programme challenges Barclay's colleagues to address five key areas – service, precision, focus, simplicity and diversity of thought – to establish a new operating standard. This