

## **BARCLAYS INVESTMENT SOLUTIONS LIMITED**

### **STRATEGIC REPORT (CONTINUED) For the Year Ended 31 December 2021**

#### **Section 172(1) statement (continued)**

##### **How does the Board engage 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 stakeholder on certain issues, but the size and distribution of our stakeholders and of the Company 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, 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, 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.

The following are some examples of how the Directors have had regard to the matters set out in sections 172 (1)(a)-(f) when discharging their section 172 duties and the effect of that on certain of the decisions taken by them.

##### **Engagement in action**

###### **COVID-19 ■**

Throughout 2021, as the COVID-19 pandemic continued, the primary focus of the Company and the Board has been on (i) maintaining service levels to clients; (ii) the operational resilience of the trading platform; (iii) the speed and execution of investment decisions within our managed client portfolios and funds and how well they performed; (iv) the health and wellbeing of colleagues; and (v) the control environment, notably CASS oversight. The Board has demonstrated leadership and oversight during the pandemic, and this continues at the date of this report.

###### **Geopolitical tensions**

The Company and the Board have established a strong risk management culture. Risks are identified and overseen through the Enterprise Risk Management Framework which specifies the principal risks of the Company and the approach to managing them. Current geopolitical tensions have also heightened awareness of certain principal risks such as conduct and reputational risk. These risks are managed within the established risk framework and key performance indicators remain within the risk appetite defined by the Company.

###### **Customer and client focus**

It is critical that investment keeps pace with customer and client expectations. The Board has, as a result, continued to direct heavy investment in closing the proposition gaps in our self-directed digital platform, launching the new hybrid advice investment proposition and supporting the operational resilience of the business.

**BARCLAYS INVESTMENT SOLUTIONS LIMITED**

**STRATEGIC REPORT (CONTINUED)**  
**For the Year Ended 31 December 2021**

This report was approved by the Board and signed on its behalf by:

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**C J Mack**

Director

Date: 26 April 2022

Company number: 02752982