



# ESG Investor Presentation 2021





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See slide 36 for where to find further information on ESG at Barclays



**Our strategy and  
ESG progress**

# Our Purpose, Values and Mindset underpin our strategy

Our Purpose...

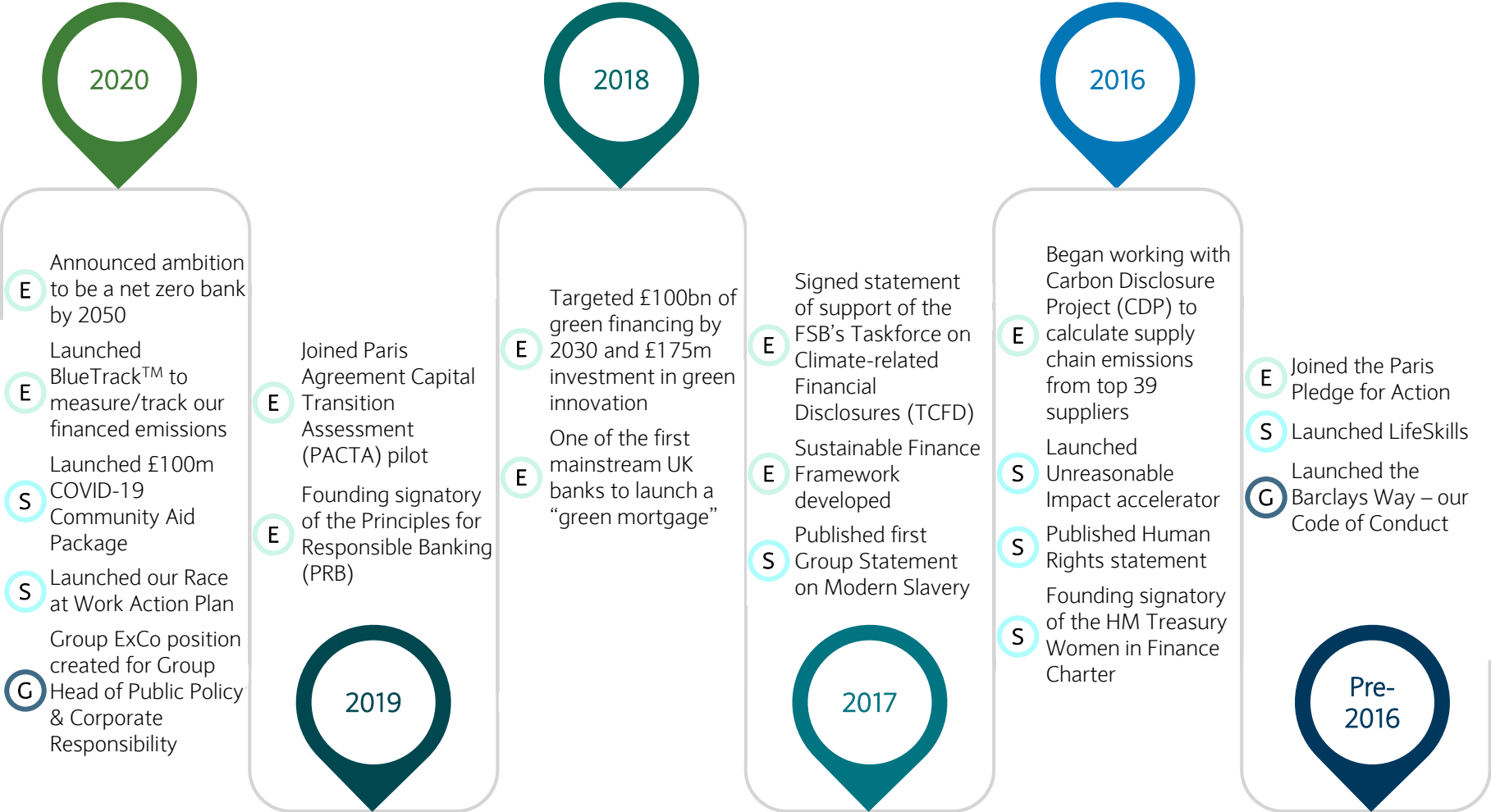
along with our Values and Mindset...

influences our strategy...

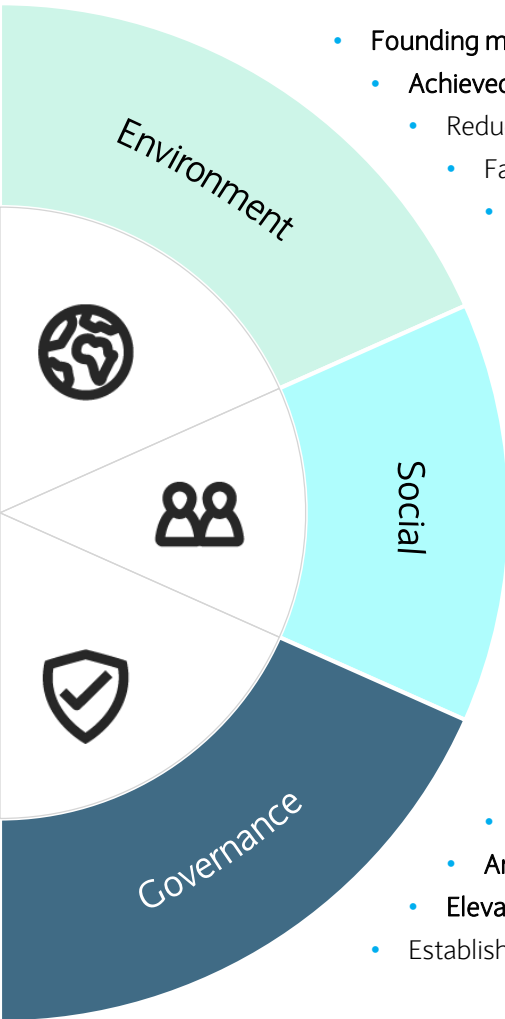
creating positive outcomes for our stakeholders



# Our ongoing focus on ESG priorities






# We made significant progress against our ESG strategy in 2021



- Founding member of the Net-Zero Banking Alliance (NZBA), part of the Glasgow Financial Alliance for Net Zero (GFANZ)
- Achieved an **-86%<sup>A</sup>** reduction in our Scope 1 and 2 emissions, exceeding our target of -80%
  - Reduced our **absolute financed Energy emissions by -22%** and our **Power portfolio emissions intensity decreased -8%**
  - Facilitated **c.£62bn<sup>A</sup>** of green financing since 2018, making strong progress against our £100bn target by 2030
    - Developed **BlueTrack™** to cover **Cement and Metals (Steel)**, with targets to be announced in advance of 2022 AGM
    - Joined the **Get Nature Positive Commitment and Taskforce on Nature-related Financial Disclosures (TNFD) Forum**
- Exceeded our **£150bn social, environmental and sustainability-linked financing target**
- **£100m COVID-19 Community Aid Package** supported >370 charity partners to date around the world
- Added socio-economic inclusion as our sixth D&I agenda
- Introduced new **Race at Work ambitions** to increase black and minority ethnic representation in our workforce
- Extended our **Female Innovators Lab** in partnership with Anthemis to cover UK and Europe
- Expanded eligibility criteria of our **Green Home Mortgage** to include new build properties of EPC band A or B
- Launched our updated Purpose, Values and Mindset
- Announced 'Say on Climate' shareholder vote to be held at the 2022 AGM
- Elevated climate risk to a **Principal Risk** effective from 1 January 2022
- Established our **Operational Sustainability Steering Committee**

<sup>A</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/)

















# We measure our progress against key metrics and targets

		Targets	FY21 performance	
 Environment	Emissions	GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline	-80% (2021)	-86% <sup>Δ</sup>
		Energy / Power portfolio emission <sup>1</sup> reductions	-15% / -30% (2025)	-22% / -8%
	Financing & Investment	Social, environmental and sustainability-linked financing facilitated	£150bn (2018 – 2025)	£193bn <sup>Δ</sup>
		Green financing facilitated	£100bn (2018 – 2030)	£62bn <sup>Δ</sup>
		Sustainable Impact Capital Programme	£175m (2025)	£54m
	 Social	Colleagues	Females at Managing Director and Director level	33% (2025 <sup>2</sup> ) (28% by 2021)
Colleague engagement			'Maintain engagements at healthy levels'	82%
Communities		LifeSkills – Number of people upskilled	10m (2018 – 2022)	9.8m
 Governance		Board composition	Females on the Board	≥33%
	Ethnically diverse members of the Board		≥1 <sup>4</sup>	3
	ExCo composition	Females on Group ExCo and ExCo direct reports	33%	25%

<sup>Δ</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/) | <sup>1</sup> Refers to absolute emissions (MtCO<sub>2</sub>) for Energy and emissions intensity (KgCO<sub>2</sub>/MWh) for Power | <sup>2</sup> Newly announced Gender ambition | <sup>3</sup> With the appointment of Robert Berry (effective 8 February 2022), the percentage of females on the BPLC Board of Directors will decrease to 31% |

<sup>4</sup> Aligned with the Parker Review on the ethnic diversity of UK Boards |

## Our external ESG ratings

Agency	Rating type	Scale (best to worst)	2019	2020	2021	Year on year
 MSCI	MSCI ESG rating	AAA – CCC	BBB	A	AA	Upgraded by one notch 
 SUSTAINALYTICS	Sustainalytics ESG Risk Rating	0 – 100	31.7 (high risk)	23.9 (medium risk)	25.1 (medium risk)	-1.2pts (stable at medium risk) 
 S&P Global	S&P Global Corporate Sustainability Assessment (CSA)	100 – 0	70 (77 <sup>th</sup> percentile)	77 (88 <sup>th</sup> percentile)	78 (92 <sup>nd</sup> percentile)	+1pt (+4 percentiles) 
 FTSE Russell	FTSE Russell ESG Rating	5 – 0	4.8 (97 <sup>th</sup> percentile)	4.7 (94 <sup>th</sup> percentile)	4.2 (92 <sup>nd</sup> percentile)	-0.5pts (-2 percentiles) 
 ISS ESG	ISS ESG Corporate Score	A+ – D-	C-	C-	C-	Stable (C+ highest attainable score for banks) 
	ISS Environmental Disclosure QualityScore	1 – 10	1	1	1	At highest available score 
	ISS Social Disclosure QualityScore	1 – 10	1	1	1	At highest available score 
 MOODY'S ESG Solutions	Moody's ESG Solutions ESG Assessment <sup>1</sup>	100 – 0	48 (limited)	49 (limited)	55 (robust)	+6pts 
 CDP	CDP Climate Change Questionnaire	A – D-	A-	B	B	Stable with improvements in underlying scoring categories 

<sup>1</sup> This ESG Assessment was originally provided by Vigeo Eiris, which is now part of Moody's ESG Solutions |





# Environment



## Our climate strategy

In March 2020, we announced our ambition to be a net zero bank by 2050, becoming one of the first banks to do so. We have a strategy to turn that ambition into action:

1

### Achieving net zero operations

Barclays is working to achieve net zero operations and supply chain emissions, investing in the continued decarbonisation of our operations and in the development of a net zero pathway for the emissions from our supply chain

See slides 11-13

2

### Reducing our financed emissions

Barclays is committed to aligning its financing with the goals and timelines of the Paris Agreement

See slide 14

3

### Financing the transition

Barclays is providing the green and sustainable finance required to transform the economies we serve

See slides 26-29

Our strategy is underpinned by the way we assess and manage our exposure to climate-related risk. Climate Risk is a Principal Risk under Barclays' Enterprise Risk Management Framework

## Progress against targets for our own operations

GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline

-86%<sup>Δ</sup> against a target of -80% by the end of 2021

Progress against Barclays' commitment to RE100<sup>1</sup>

94%<sup>Δ</sup> against a target of 90% by the end of 2021 and 100% by the end of 2030

Waste diverted<sup>2</sup>

46% against a target of 90% by 2035

On-site renewable electricity generation<sup>2</sup>

0.1% against a target of 10% by 2035

Energy intensity reduction against 2019 baseline<sup>2</sup>

-21% against a target of -70% by 2035

<sup>Δ</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/) | <sup>1</sup> Global corporate renewable energy initiative with a commitment to source 100% renewable electricity for our global operations by 2030 | <sup>2</sup> Refers only to our key campuses |

# Barclays is working to achieve net zero for its own operations

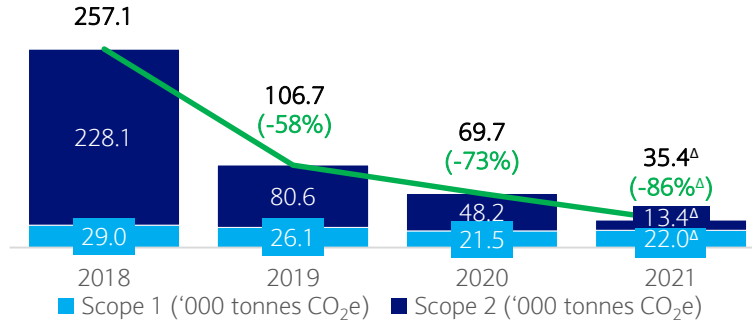
Our operations<sup>1</sup> have been carbon neutral<sup>2</sup> since 2020. We will continue to invest in sustainable workplaces

## Progress against targets

GHG emission Scope 1 and 2 (market based) reductions against 2018 baseline

-86%<sup>Δ</sup>

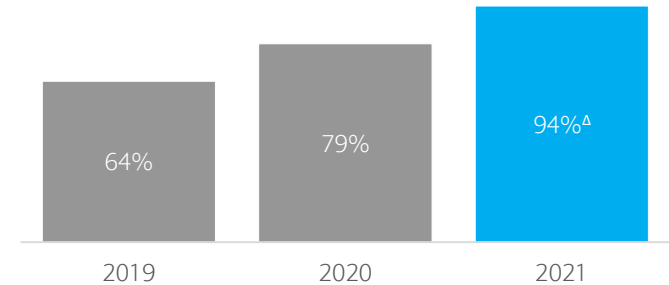
against a target of -80% by the end of 2021



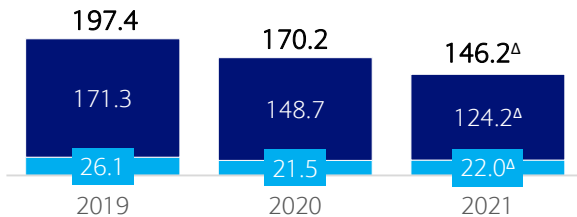
Progress against Barclays' commitment to RE100<sup>3</sup>

94%<sup>Δ</sup>

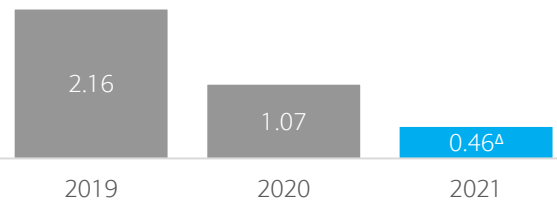
against a target of 90% by the end of 2021 and 100% by the end of 2030



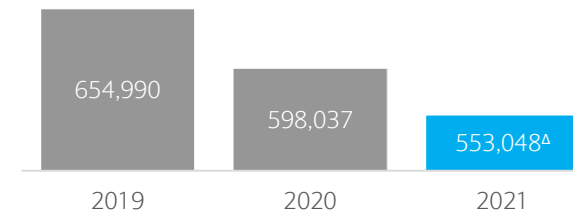
GHG emissions Scope 1 and 2 (location based) ('000 tonnes CO<sub>2</sub>e)



GHG emissions intensity<sup>4</sup> (market based) (tonnes CO<sub>2</sub>e/FTE)



Total energy use (MWh)



<sup>Δ</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/) | <sup>1</sup> Refers to our global direct Scope 1, 2 and 3 business travel emissions (of 2,406 MtCO<sub>2</sub>e in 2021) | <sup>2</sup> Defined as first reducing GHG emissions from our operations then counterbalancing remaining emissions with carbon offsets | <sup>3</sup> Global corporate renewable electricity initiative with a commitment to source 100% renewable electricity for our global operations by 2030 | <sup>4</sup> Includes Scope 1, 2 and 3 business travel emissions |

# Creating world-class sustainable campuses

## Campus<sup>1</sup> sustainability measures by 2035

Energy intensity reduction against 2019 baseline  
-70%

On-site renewable electricity generation  
10%

Waste diverted<sup>2</sup>  
90%

Improve water efficiency



### Pune

- Built to the standard of two internationally accepted benchmarks for the design, construction and operation of high-performance green buildings: the US Leadership in Energy and Environmental Design (LEED) and WELL certifications
- Includes the largest solar power plant in the Barclays global property portfolio, reducing carbon dioxide emissions by 80 tonnes from February 2021 to September 2021. This supports our intention to generate 10% of our key campuses' total operational energy from on-site renewables by 2035
- First of our key campuses to have a fully integrated rainwater harvesting system and two grey water treatment plants. In 2021, 89% recycled water was used at our Pune campus

### Glasgow

- Our new Glasgow campus will achieve TRUE zero waste certification by 2025, which means we must divert a minimum of 90% of solid, non-hazardous wastes from landfill, incineration (waste-to-energy) and the environment to recycling facilities or locations where the waste can be reused
- In Glasgow, we have already partnered with Soulriders to redistribute surplus food to local charities and started to replace single use items with reusable items and repurposed the onsite compost for landscaping needs
- We are installing a Sustainability Centre that will provide self-generated solar energy and rely on carbon-free technology to heat and cool buildings on the Glasgow campus
- We will produce our own honey and support biodiversity through a rooftop apiary filled with 60,000 honey bees



<sup>1</sup> Refers only to our key campuses | <sup>2</sup> Divert solid, non-hazardous wastes from landfill, incineration (waste-to-energy) and the environment to recycling facilities or locations where the waste can be reused |

# BlueTrack™ is how we measure our financed emissions

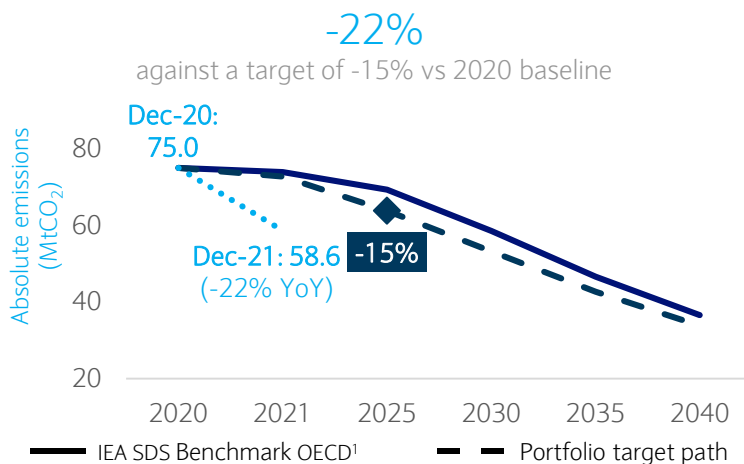
BlueTrack™ is our methodology for measuring our financed emissions and tracking them at a portfolio level against the goals of the Paris Agreement



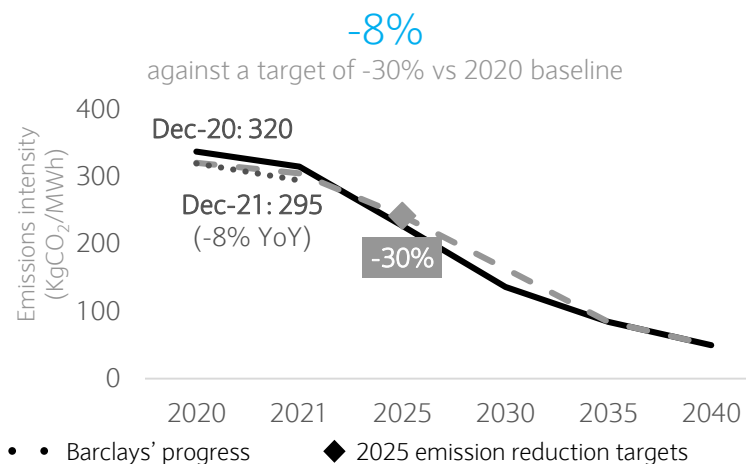
- Methodology covers not only lending but also capital markets financing, better reflecting the breadth of our support for clients through our investment bank
- Initially covered Energy and Power; Cement and Metals (Steel) targets to be announced in advance of 2022 AGM
- Early adopter of a 2025 Energy absolute emissions reduction target

Progress against 2025 portfolio emission reductions targets

BlueTrack™ Financed emissions - Energy

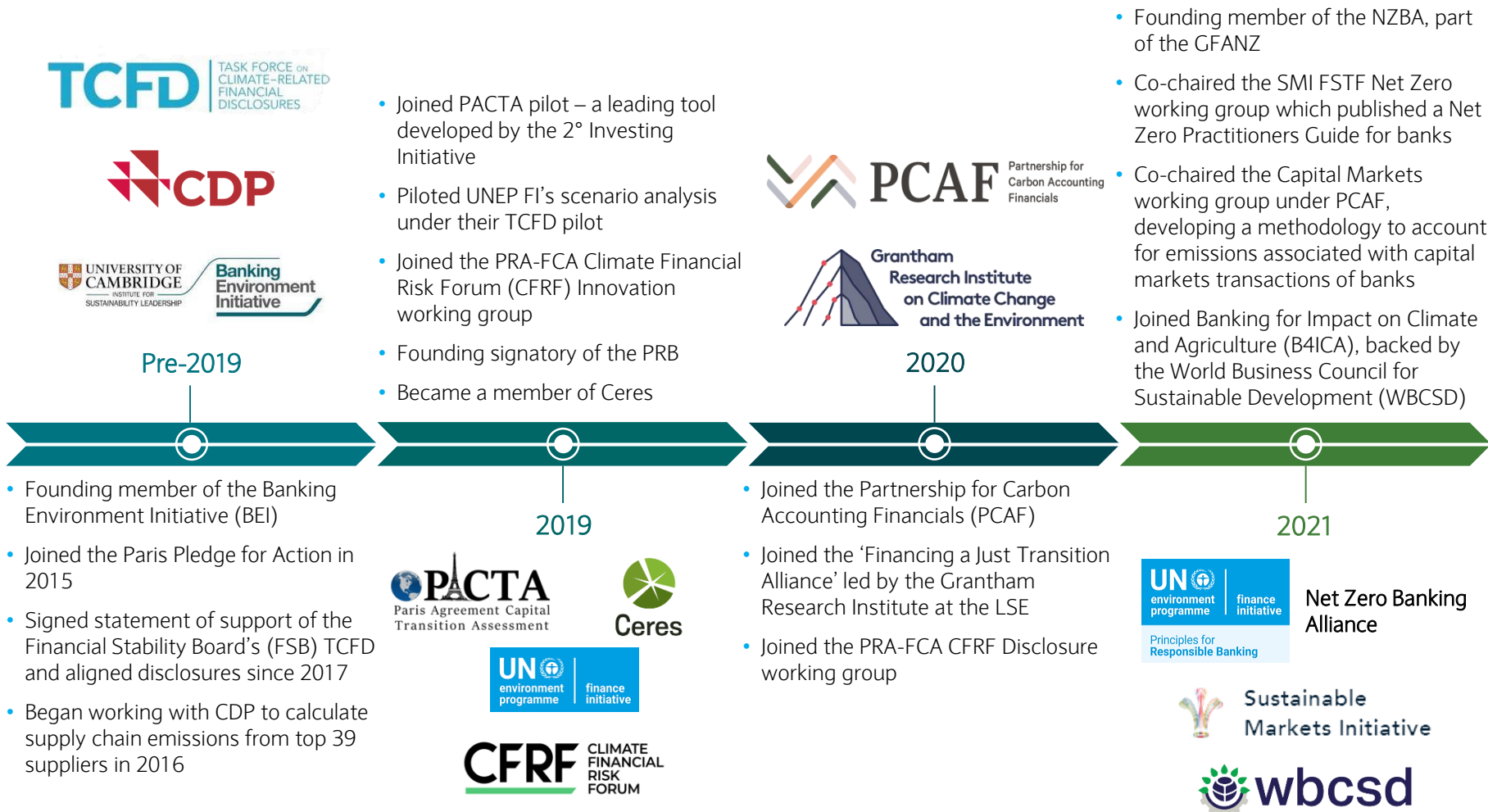


BlueTrack™ Financed emissions - Power



<sup>1</sup> [iea.org/reports/world-energy-outlook-2019](http://iea.org/reports/world-energy-outlook-2019)

# Barclays engages extensively in cross-industry climate initiatives



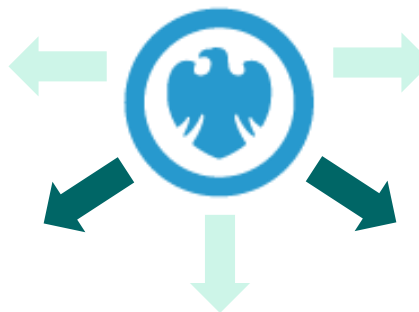
# Engaging on the transition towards a nature-positive economy

## Addressing nature and biodiversity considerations in our financing and operations

- Biodiversity risk addressed through our policy statements on Forestry & Agricultural Commodities, World Heritage Sites and Ramsar Wetlands, and Climate Change
- Our green finance targets include financing for categories related to biodiversity such as 'sustainable food, agriculture, forestry, aquaculture and fisheries'
- Barclays is a signatory to the New York Declaration on Forests and its objectives of ending deforestation by 2030
- Our operational carbon offsetting strategy includes support for natural climate solutions, upheld by recognised standards and certifications

## Partnerships with several industry groups and leaders

Member of the Taskforce on Nature-related Financial Disclosures (TNFD) Forum and looking to the output of the Taskforce to further guide our progress



Contributed to initial developments of the Natural Capital Finance Alliance's ENCORE biodiversity module



Joined the Get Nature Positive Commitment to identify opportunities to take nature-positive action

Member of an industry user group working to develop an approach to assess nature-related risks and opportunities relevant to financial institutions



**BLUE MARINE FOUNDATION**

Completed the first year of our three-year partnership with the Blue Marine Foundation (BLUE), supporting them in delivering their goal of ensuring that at least 30% of the global ocean is effectively protected and the other 70% sustainably managed by 2030





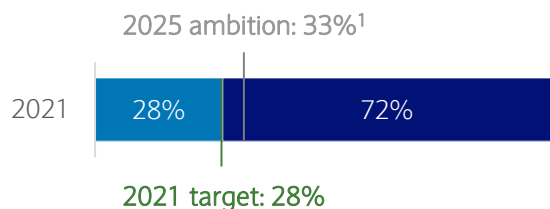
**Social**



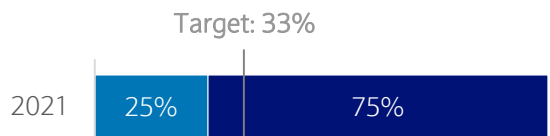
# We are making progress against our D&I ambitions

## Gender

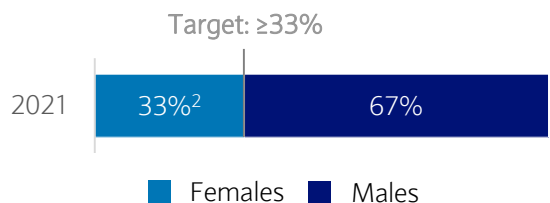
Females at Managing Director and Director level



Females on Group ExCo and ExCo direct reports



Females on Board of Directors



## Ethnicity

Members of the Board from an ethnically diverse background



Ambitions announced in July 2021

- Increase number of underrepresented minority employees in UK by 25% to 5% overall by 2025 (2020: 4.1%)
- Increase number of underrepresented minority employees in US by 20% to 21% overall by 2025 (2020: 18.1%)
- At least double the number of Black employees at Managing Director level in the UK and US by 2022 (2020: 9)

## 2021 Key highlights

- Achieved our gender target of 28% female MD/Ds by the end of 2021
- Strengthened accountability by including a specific personal objective focused on inclusion for all colleagues
- Added a new D&I agenda focusing on socio-economic inclusion
- Evolved our Employee Resource Groups (ERG), increasing membership to an all-time high of 25,000

## 2022 focus areas

- Launching new gender ambitions
- Deepening relationships with several higher education institutions across the UK and US to drive progress in our multicultural agenda
- Expanding our socio-economic agenda and ERGs

<sup>1</sup> Newly announced Gender ambition | <sup>2</sup> With the appointment of Robert Berry (effective 8 February 2022), the percentage of females on the BPLC Board of Directors will decrease to 31% | <sup>3</sup> Aligned with the Parker Review on the ethnic diversity of UK Boards | <sup>4</sup> With the appointment of Robert Berry (effective 8 February 2022), the number of White members on the Board will increase to 10 |

# We focus on six intersectional diversity and inclusion agendas

Approach	Set priorities	Appoint an Accountable Executive	Operate an Employee Resource Group (ERG)	Consider intersectionality
<ul style="list-style-type: none"> <li>• 11%<sup>1</sup> of colleagues told us they consider themselves to have a disability, mental health or neurodiverse condition</li> <li>• “This is Me” campaign challenging stigma around disability, mental health and neuro-diversity in the workplace</li> <li>• Able to Enable channel aiming to remove barriers to employment</li> </ul>		<p><b>Disability</b></p> <p>Committed to ensuring colleagues of all abilities achieve their full potential</p>	<p><b>Gender</b></p> <p>Committed to improving the gender diversity of our leadership and to closing pay gaps</p>	<ul style="list-style-type: none"> <li>• Aiming for diverse assessors and panels to ensure widest pool of talent considered for promotion</li> <li>• Development opportunities for future female leaders, e.g. ex-officio roles</li> <li>• Increased female representation in senior roles in the UK, reducing our hourly gender pay gaps</li> </ul>
<ul style="list-style-type: none"> <li>• 5%<sup>1</sup> of colleagues told us they identify as LGBT+</li> <li>• Sponsor of Pride celebrations in cities across the world for many years</li> <li>• Strong legacy of engaging with external partners in the UK, US and India including earning the designation as a “Best place to work for LGBTQ Equality” in the US</li> </ul>		<p><b>LGBT+</b></p> <p>Making everyone feel comfortable being themselves at work is central to our culture</p>	<p><b>Multicultural</b></p> <p>Ambitions to improve race and ethnicity diversity</p>	<ul style="list-style-type: none"> <li>• One of the first signatories of the UK’s Race at Work Charter in 2018</li> <li>• Public commitment to be a trusted ally in the pursuit of racial justice in 2020</li> <li>• Launched Race at Work Action Plan in 2020 and Race at Work Ambitions in 2021</li> </ul>
<ul style="list-style-type: none"> <li>• Launched a new Wellbeing index with a starting score of 84%</li> <li>• Range of support provided to UK and US colleagues to help promote work life balance including access to Work+Family Space website for UK employees</li> <li>• UK medical cover now covers treatment for menopausal symptoms<sup>2</sup></li> </ul>		<p><b>Multigenerational</b></p> <p>Supporting the diverse needs of colleagues across all stages of their lives</p>	<p><b>Socio-economic</b></p> <p>Supporting those disadvantaged from a lower socio-economic background</p>	<ul style="list-style-type: none"> <li>• Member of the City of London socio-economic taskforce</li> <li>• Our socio-economic ERG, Inspire, launched in 2021 to amplify the voices of colleagues</li> <li>• Committed to social mobility through our LifeSkills programme</li> </ul>

<sup>1</sup> In 2021 we asked colleagues to self-identify across ten diversity questions in our employee opinion survey (Your View) | <sup>2</sup> When referred to a specialist by a GP |

# Investing in our colleagues, strengthening our business, building our culture

## Attracting talent and developing an internal pipeline of future leaders

- Investing in our key sites, including our strategically placed global campuses
- Launched new global programmes in 2021, managing c.2,000 graduates, interns and apprentices
- Virtual work experience opportunities to help tackle youth unemployment and identify diverse candidates for Intern programmes

Role vacancies filled internally  
39% vs 36% in 2020

## Supporting our colleagues through and beyond the COVID-19 pandemic

- Comprehensive support for colleagues during the return to office with health, safety and wellbeing remaining the top priority
- In support of our approach to future ways of working, we have revised and relaunched our principles, processes and guidance on Working Flexibly

Colleagues telling us their line manager supports their wellbeing  
88%

“I would recommend Barclays as a good place to work”  
83% vs 87% in 2020

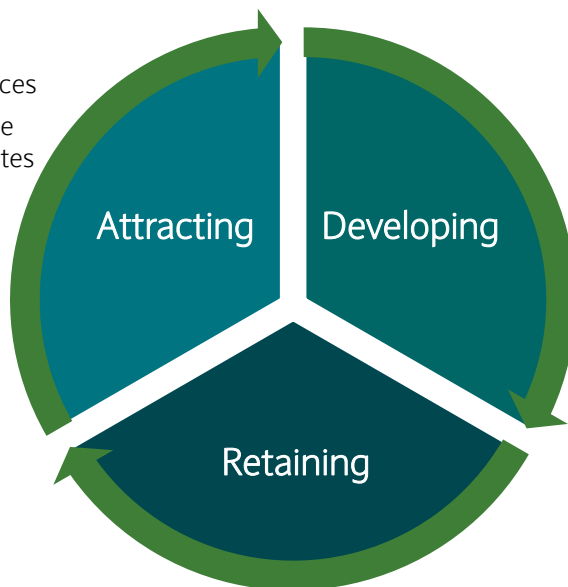
## Training and development programmes to develop people for the future

- Continued investment in our three flagship career development programmes
- Wide range of development opportunities delivered through our digital learning platform, Learning Lab
- Launched a new partnership with LinkedIn Learning providing digital development to all colleagues

Average training hours per annum per employee (payroll)  
15 vs 13 in 2020

## Colleague engagement and well-being remain key priorities

- Here to Listen and Your View surveys to gain regular feedback from our colleagues
- Our BeWell programme continues to provide support for colleagues’ physical and mental health
- 83% of colleagues believe they are able to balance personal and work demands (2020: 78%)



# ESG in our supply chain

As part of our ESG strategy, we are focussed on environmental and social responsibility in our supply chain across three pillars

Global spend with small and medium enterprises

8%

2020: 8%

Prompt payment rate

90%

2020: 88%

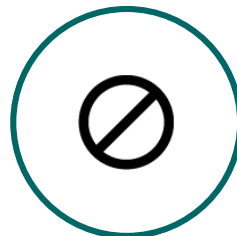
Climate Change



Our ambition is to achieve net zero emissions in our supply chain well in advance of 2050

- For service providers covering 70% of Barclays' Addressable Spend<sup>1</sup> to report their GHG emissions and have science-based targets in place in support of our climate change targets

Modern Slavery



Committed to identifying and addressing risks around modern slavery, human trafficking and forced labour across our value chain

- For service providers covering 70% of our Addressable Spend<sup>1</sup> to have a Modern Slavery policy or standard in place

Diversity & Inclusion



Launched our first Global Supplier Diversity and Inclusion initiative in 2013

- For service providers covering 70% of our Addressable Spend<sup>1</sup> to have a D&I policy or standard in place by 2025
- Double spend with Black and Women majority owned businesses, with overall spend with diverse<sup>2</sup> businesses growing to 10% of Barclays annual global Addressable Spend

2025 Ambitions

<sup>1</sup> 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 | <sup>2</sup> For Barclays, a diverse supplier is either diverse by size – a micro, small or medium-sized business – or diverse by ownership – generally 51% owned, controlled and operated by ethnic minorities, women, LGBT+, military veterans, persons with disabilities or social enterprises |

## Supporting our customers and clients

### Retail

10m UK customers  
registered on the Barclays app

- Basic current account – access to basic banking services for everyone
  - 642,000 accounts open as of December 2021
- Mortgages – in 2021 helped >150,000 customers achieve homeownership goals including 48,000 first time buyers
- Supporting customers building financial confidence and plans through Digital Eagles and Money Mentors

### SMEs

3,300 businesses  
supported through educational events in 2021

- Delivered >1,000 events to SMEs through our Eagle Labs network, reaching >27,000 attendees, providing businesses with critical skills, networking opportunities and mentoring
- Committed to ensuring cash is available to all, including role in setting up the Access to Cash Action Group
- Financial advice, training and tools offered through our dedicated Money Management Hub, visited by >155,000 businesses

### COVID-19 support

£29.5bn  
provided to businesses through UK government's support  
schemes since inception

- 680,000 payment holidays granted
- £100m of UK overdraft and interest fees waived
- >650 of our UK branches remained open during the first lockdown<sup>1</sup>
- Ran proactive SMS campaigns, reaching out to customers to offer support

### Cyber and digital trust

Proud initial signatory  
of the Contingent Reimbursement Model Code<sup>2</sup>

- Continued investment of millions of pounds in multi-layered security systems such as 'Confirmation of Payee' – an account name checking service
- AbilityNet<sup>3</sup> independently accredited our mobile and online banking platform offering in 2021 for digital accessibility
- Founding members of Stop Scams UK – a cross industry group aimed at making it harder for scammers to operate

<sup>1</sup> Between March 2020 and June 2020 | <sup>2</sup> Setting out increased consumer protection standards | <sup>3</sup> A leading UK accessibility charity |

## Supporting our communities

### Building digital skills

**>23,000 participants**  
supported with their digital journey across our digital upskill events in 2021

- Code Playground – provided >400,000 children a start in coding
- Digital Wings – free online learning platform for digital education with >128,000 registered users and >50 hours of learning content
- Digital Eagles – passionate colleagues, helping everyone get the most out of digital
- Tea and Teach – online videos to help people boost digital confidence

### Skills and employability

**15.3m<sup>Δ</sup> people**  
reached through Barclays' LifeSkills since 2013

- LifeSkills
  - 9.8 million<sup>1</sup> people upskilled since 2018 vs. a target of 10m by 2022
  - 193,400 people placed into work since 2019 vs. a target of 250,000 by 2022<sup>2</sup>
- Rebuilding Thriving Local Economies – established in 2018 to support UK communities, help businesses grow and provide skills and training

### COVID-19 Community Aid Package

**£100 million**  
committed to supporting COVID-19 relief

- Barclays' £100m COVID-19 Community Aid Package – delivering relief to vulnerable communities through the pandemic
  - Supported >370 charity partners to date around the world
  - Since April 2020, Barclays matched £8.1m raised and donated by colleagues for COVID relief efforts – which has meant a total of more than £16.2m for 2,000 charities around the world











### Supporting women's and girls' football

**Doubling our existing investment to >£30m**  
in women's and girls' football from 2022-2025

- Committed to offering girls equal access to football in schools by 2024
  - Sponsor of the FA Girls Football Schools Partnership since 2019
  - 6,500 new schools joined the scheme, taking the total to >9,500 with 20,000 schools to join by 2024
- New Football Community Fund will see 1,850 grants delivered annually to underrepresented grassroots groups

<sup>Δ</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/) | <sup>1</sup> Includes a subset of the 15.3m people reached through LifeSkills since 2013 | <sup>2</sup> In 2019, Barclays published new Citizenship commitments for the end of 2022. Against these commitments, the number of people upskilled through LifeSkills runs over a five-year period, from 2018-2022, and the number of people placed into work runs over a four-year period, from 2019-2022 |

## Supporting the early-stage and entrepreneurial ecosystems

Programme	Description	Scale	Mission/Goal
 Created by 	<ul style="list-style-type: none"> <li>• FinTech workspaces in London and New York</li> <li>• Global virtual community providing access to mentoring, thought leadership and growth opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Home to &gt;90 FinTechs</li> <li>• Rise members raised &gt;\$600m venture funding in 2021</li> </ul>	<ul style="list-style-type: none"> <li>• To connect technology, talent and trends across the Rise ecosystem to accelerate innovation and growth</li> </ul>
 	<ul style="list-style-type: none"> <li>• Fintech accelerator programme run from 2014-21</li> <li>• Intensive 13-week mentor-driven programme with industry experts helping Fintechs accelerate their development</li> </ul>	<ul style="list-style-type: none"> <li>• 190 FinTechs have passed through the programme across 3 locations with a market cap valuation of \$7.6bn</li> </ul>	<ul style="list-style-type: none"> <li>• Bring to market solutions meeting the needs of consumers and banks in emerging Fintech trends</li> </ul>
	<ul style="list-style-type: none"> <li>• Incubating ideas for financial products and services addressing environmental or social challenges in a commercial way</li> </ul>	<ul style="list-style-type: none"> <li>• Supported 32 ventures and launched 10 products since 2015</li> </ul>	<ul style="list-style-type: none"> <li>• To be a centre of excellence for disruptive financial products and services</li> </ul>
	<ul style="list-style-type: none"> <li>• Network of co-working spaces, growth programmes, mentors and industry experts for high-growth tech startups</li> </ul>	<ul style="list-style-type: none"> <li>• 28 locations, c.500 resident startups and UK wide community of c.6,000</li> </ul>	<ul style="list-style-type: none"> <li>• To interconnect the UK entrepreneurial ecosystem to help connect, innovate and grow</li> </ul>
 	<ul style="list-style-type: none"> <li>• Programme designed to champion diversity in entrepreneurship and showcase Black Founder-led businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Two cohorts to date, covering 65 companies</li> </ul>	<ul style="list-style-type: none"> <li>• To help ambitious UK-based businesses with tech or digital bias, traction beyond MVP and one or more Black Founders</li> </ul>
	<ul style="list-style-type: none"> <li>• A US, UK and Europe based studio, with investment capital dedicated to cultivating entrepreneurial talent in women</li> </ul>	<ul style="list-style-type: none"> <li>• \$30m capital allocated</li> <li>• \$4m invested in 5 portfolio companies to date</li> </ul>	<ul style="list-style-type: none"> <li>• To continue to bring women into entrepreneurship and close the fundraising gender gap</li> </ul>
	<ul style="list-style-type: none"> <li>• Global partnership supporting growth-stage entrepreneurs solving pressing social and environmental challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Reached 216 companies, supporting thousands of jobs worldwide</li> </ul>	<ul style="list-style-type: none"> <li>• To support 250 high-growth businesses by 2022</li> </ul>



An aerial photograph of a dense forest. The trees are mostly green, but there is a significant cluster of trees in the center that have turned yellow and orange, indicating autumn. The overall scene is lush and vibrant.

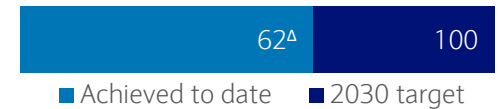
# **Social and environmental financing**

# Progress against our social and environmental financing targets

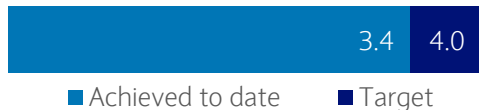
## Social, environmental and sustainability-linked financing (£bn)



## Green financing<sup>1</sup> (£bn)



## Green bond investment portfolio (£bn)



## Sustainable Impact Capital Programme invested capital (£m)

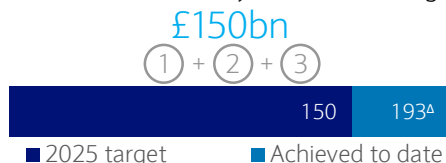


<sup>A</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/) | <sup>1</sup> Comprises of labelled, 'use of proceeds' and business mix financing in environmental categories and sustainability-linked financing that incorporates environmental performance targets |

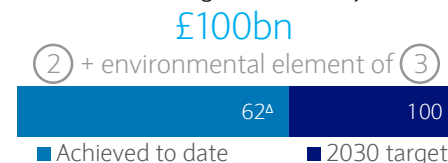
# Our sustainable financing commitments

## Sustainable financing commitments

Social, environmental and sustainability-linked financing facilitated by 2025



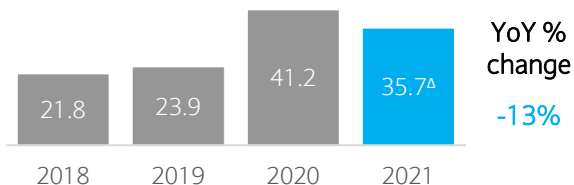
Green financing facilitated by 2030



①

### Social financing (£bn)

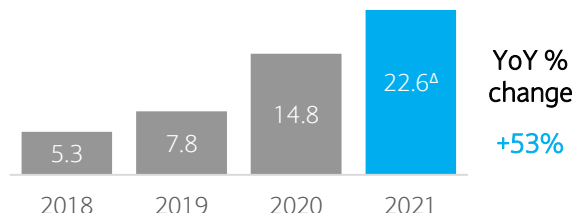
includes financing for supranational, national, regional development institutions and municipal financing



②

### Environmental financing (£bn)

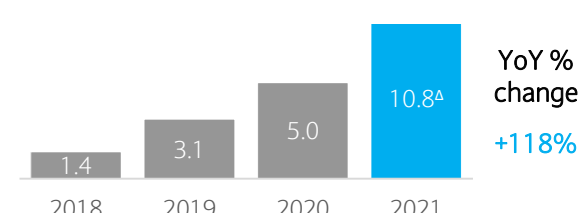
includes financing for corporates via green bonds, green loans or green equity financing



③

### Sustainability-linked financing (£bn)

includes transactions with pricing mechanisms linked to various ESG performance targets



#### Joint lead on 7/8<sup>1</sup>

inaugural syndicated green bonds issued by European sovereigns since 2017

#### Lead bookrunner<sup>1</sup>

on UK Government's £10bn inaugural green gilt issuance

#### Ranked #1<sup>1</sup>

in UK ESG Bonds in FY21

#### Ranked #1<sup>1</sup>

in UK Housing association ESC Bonds in FY21

<sup>A</sup> 2021 data reproduced from the Barclays PLC Annual Report subject to independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for details: [home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/) | <sup>1</sup> Sourced from Bond Radar as of 21 January 2022 |

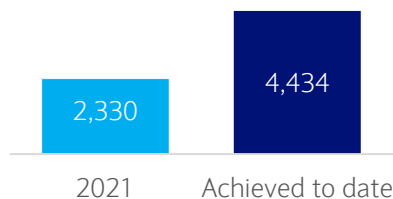
# Expanding our sustainable finance activities through specialist teams

## Green Home and Buy-to-Let Mortgages

>£1 bn

completed<sup>1</sup> in Green Home Mortgages

Number of Green Mortgages issued



Expanded eligibility criteria of our Green Home Mortgage in April 2021 to cover energy efficient new build properties<sup>2</sup>

Launched Green Home Buy-to-let Mortgage, expanding the Green proposition to properties to let

## Corporate and Investment Bank

Sustainable Capital Markets

Origination, structuring and execution of Green, Social and Sustainability Debt products for our global clients

Sustainable and Impact Banking

Advisory, capital raises for emerging climate technology companies and strategic advisory for existing banking clients

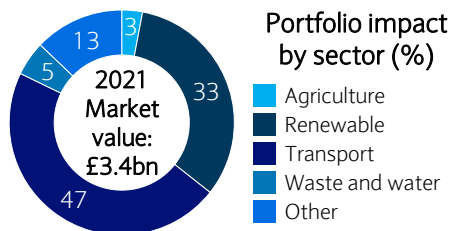
Sustainable Product Group

Origination and structuring of green and sustainability-linked corporate banking products across lending, trade and renewable project finance

## Treasury Green Activities

£3.4bn

green bond investment portfolio size



Portfolio impact by sector (%)

- Agriculture
- Renewable
- Transport
- Waste and water
- Other

Green Structured Notes Programme

Launched in 2021 to expand our green product offering for clients, complementing existing Green Bond issuance and experience in equity derivatives

## ESG Research

c.350 meaningful research reports

focused on ESG published in 2021

New Global Head of Cross Asset ESG Research hired at the start of 2021, building a new ESG Research team of subject matter experts

ESG Research team engaged in building the ESG knowledge and capabilities of all Barclays research analysts across asset classes globally

<sup>1</sup> Since 2018 | <sup>2</sup> Previously only eligible for new homes built by panel of housebuilders | Note: Charts may not sum due to rounding |

# Supporting early-stage companies delivering environmental and economic benefits through our Sustainable Impact Capital Programme

## Mission

Accelerate the transition to a net zero future by investing £175m over five years (by 2025) in the equity of innovative and environmentally-focused early-stage companies

## Investment Principles

### Strategic

Supporting Barclays' goal of transitioning its businesses, customers and communities to a net zero and net-negative long-term operating model

### Invest in propositions that are:

### Impactful

Reaching meaningful environmental benefits, particularly with respect to the evolving need for decarbonisation

### Economic

Achieving long term commercial success by investing in scalable innovations

Nine investments made by the end of 2021, deploying £54m capital

### In 2020



Sustainability-focused digital aggregator



Vertical farming technology



Sustainable air-based meat

### In 2021



Smart airbrick technology



Ecological concrete technologies



Embedded finance platform in fashion



CO<sub>2</sub> recycling



Real-time energy data platform



Long duration energy storage

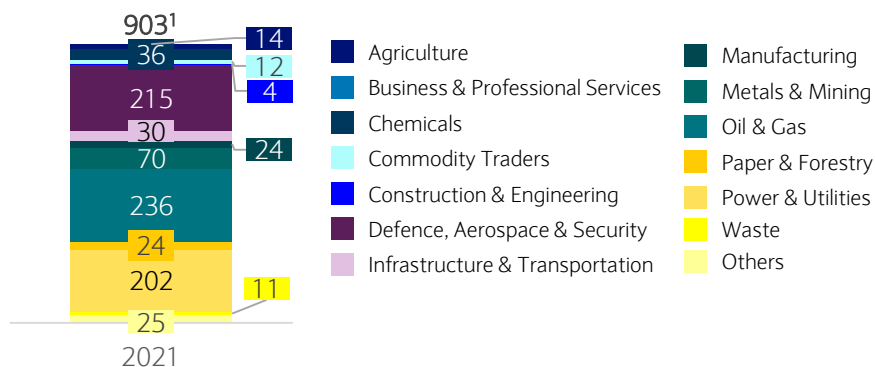
Note: More details on investments made as part of the SIC programme can be found here: <https://home.barclays/society/our-position-on-climate-change/accelerating-the-transition/sustainable-impact-capital/>

# Managing environmental risks, social risks and exposures

## Origination, review and approval

- Enhanced Due Diligence (EDD)**
  - Process led by front office business teams, Sustainability and ESG team and/or Climate Risk team
  - Detailed annual review for in-scope clients on environmental/social issues, to determine whether further engagement is required prior to transacting
- Escalation and decision**
  - Initial escalation following EDD is to the appropriate business unit review committee
  - More material issues escalated to Climate Transaction Review Committee or Group Reputation Risk Committee (both with Group ExCo representation)
- Monitoring**
  - Further client engagement calls in relation to the specific environmental and social risks that we have identified as part of our EDD process

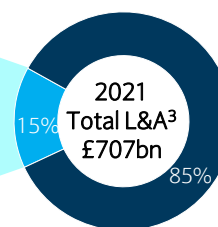
### 903<sup>1</sup> reviews undertaken in 2021 (2020: 912)



## Climate-related exposures

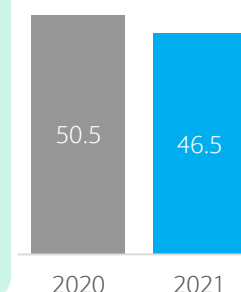
- Reporting climate risk exposures in alignment with TCFD recommendations

Carbon-related assets<sup>2</sup> (lending portfolio)

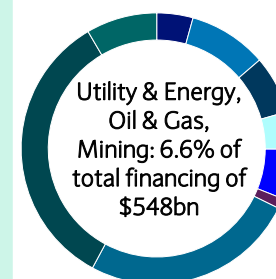


2020: 16% out of total L&A of £676bn

Elevated risk exposures<sup>4</sup> (£bn)



Financing (capital markets)<sup>5</sup>



2020: 9.0% of total financing of \$507bn<sup>6</sup>

- Mining**
  - General 4.32%
- Oil & Gas**
  - Diversified 9.37%
  - Exploration & Development 6.94%
  - Field Equipment & Services 4.46%
  - Pipeline 5.95%
  - Refinery/Marketing 1.22%
- Utility & Energy**
  - Diversified 25.60%
  - Electric power 33.69%
  - Gas 8.45%

<sup>1</sup> Includes a combination of annual due diligence reviews and individual transaction reviews | <sup>2</sup> Assets tied to the energy, transportation, materials and buildings, and agriculture, food and forest products sectors | <sup>3</sup> Loans and advances including loan commitments | <sup>4</sup> Quantitative credit exposures to sectors sensitive to the impacts from climate change. These figures do not represent elevated carbon emission exposures and should not be interpreted as an indicator of relative carbon intensity | <sup>5</sup> Sourced from Dealogic | <sup>6</sup> Recalculated by Dealogic as data on deals is confirmed throughout the year. In Barclays TCFD Report 2020, our 2020 total financing figure was reported as \$504bn |

An aerial photograph of a modern cityscape. Two tall, dark glass skyscrapers frame the left and right sides of the image. In the center, a large building with a distinctive, curved, white, tiled roof is visible. The background shows a dense urban environment with various other buildings under a bright sky. The word "Governance" is overlaid in white text on the left side of the image.

# Governance

# Strong Board Governance

## Board Governance Framework

**Barclays PLC Board**  
Chair: *Nigel Higgins*

**Board Nominations Committee**  
Chair: *Nigel Higgins*

**Board Audit Committee**  
Chair: *Mike Ashley*

**Board Risk Committee**  
Chair: *Robert Berry<sup>1</sup>*

**Board Remuneration Committee**  
Chair: *Brian Gilvary*

## Board allocation of time (%)<sup>2</sup>



- Strategy formulation and implementation monitoring
- Finance (including capital and liquidity)
- Governance and risk (including regulatory issues)
- Other (including remuneration)

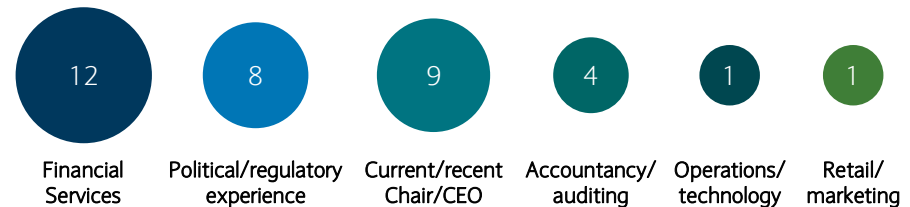
## Board Experience<sup>3</sup>

### Length of tenure (Chairman and Non-Executive Directors)

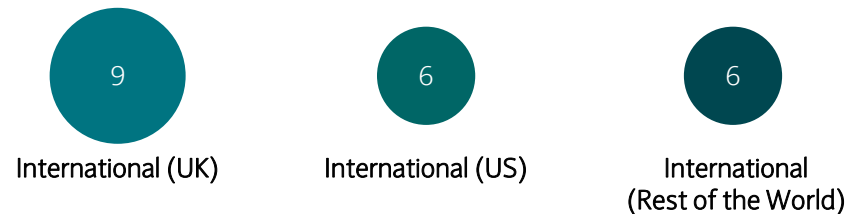


■ 0-3 years ■ 3-6 years ■ 6-9 years ■ 9+ years

### Industry experience (no. of directors)



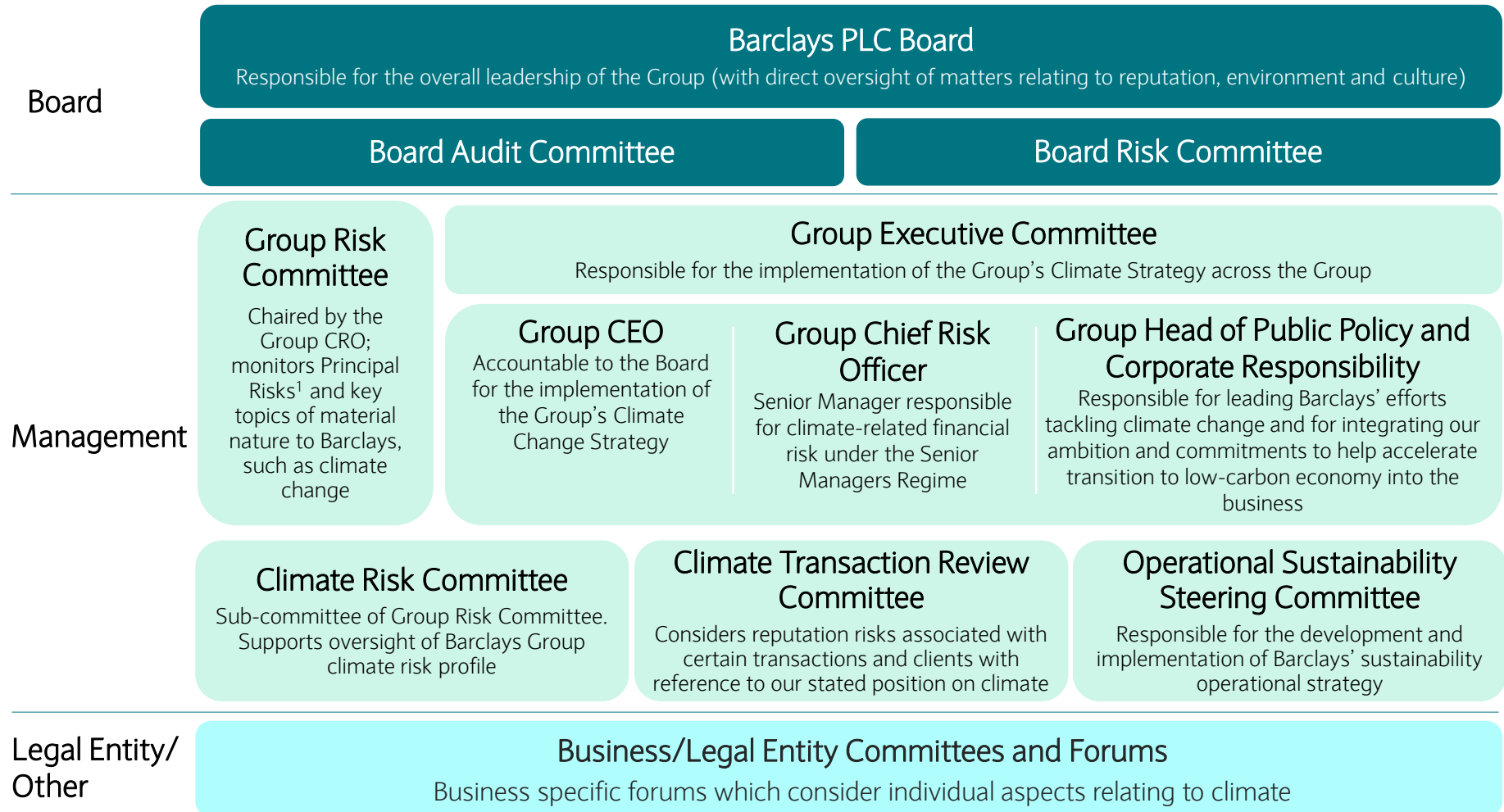
### International experience (no. of directors)



<sup>1</sup> With effect from 1 March 2022 (subject to regulatory approval) | <sup>2</sup> For the year ended 31 December 2021. Includes ad hoc meetings | <sup>3</sup> Per the Board composition as at 31 December 2021 | Note: Charts may not sum due to rounding |



# Oversight and management of climate-related issues are embedded within our governance structure



<sup>1</sup> Includes climate risk which came into effect on 1 January 2022 |

# The Barclays Way – our Code of Conduct

The Barclays Way outlines our Purpose, Values and Mindset that govern our way of working

Our Purpose

Our Values

Our Mindset



How we behave towards our stakeholders

Colleagues

To promote respect, diversity and performance in the workplace. In doing this we:

- Are open minded to and respectful of others' Point of View
- Welcome and foster diversity within our workforce
- Take personal accountability for achieving high performance
- Recognise and celebrate colleagues' achievements

Customers/clients

To deliver excellent service. In doing this we:

- Communicate clearly and transparently without jargon
- Do not offer unsuitable products
- Maintain customer and client confidentiality
- Avoid undeclared actual or potential conflicts of interest
- Operate in line with relevant laws and regulations and safeguard the data entrusted to us

Society

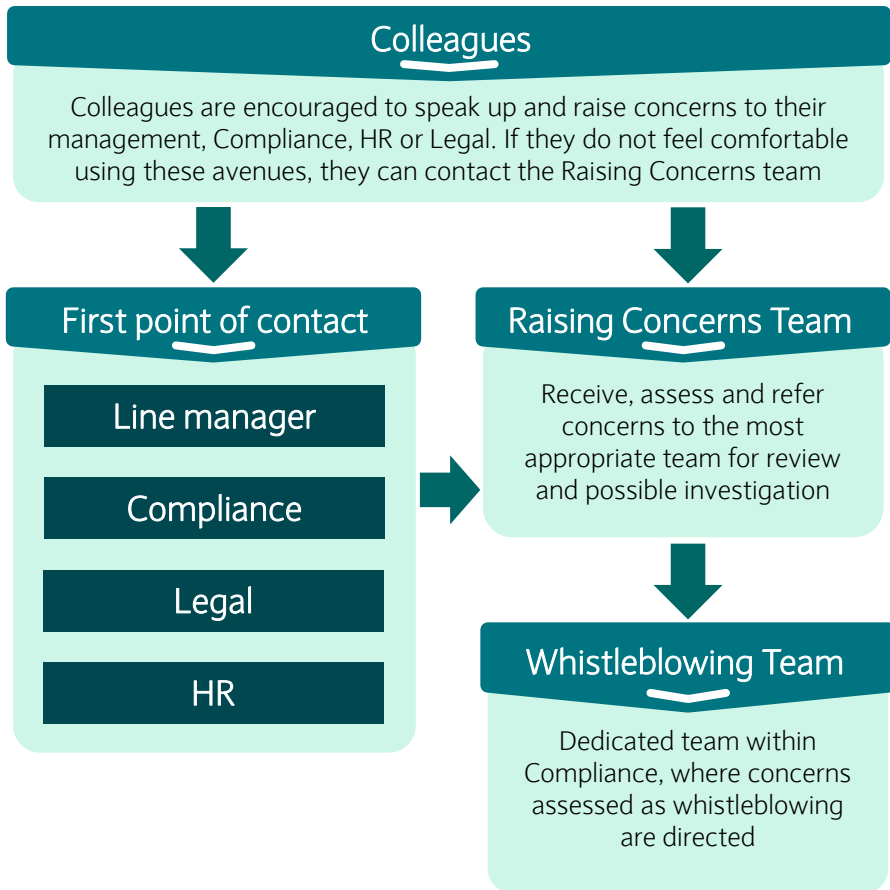
We are focused on the areas where we can have the greatest long-term impact:

- Making growth 'green', sustainable and inclusive
- Managing the environmental and social impacts of our business
- Running a responsible business
- Investing in our communities

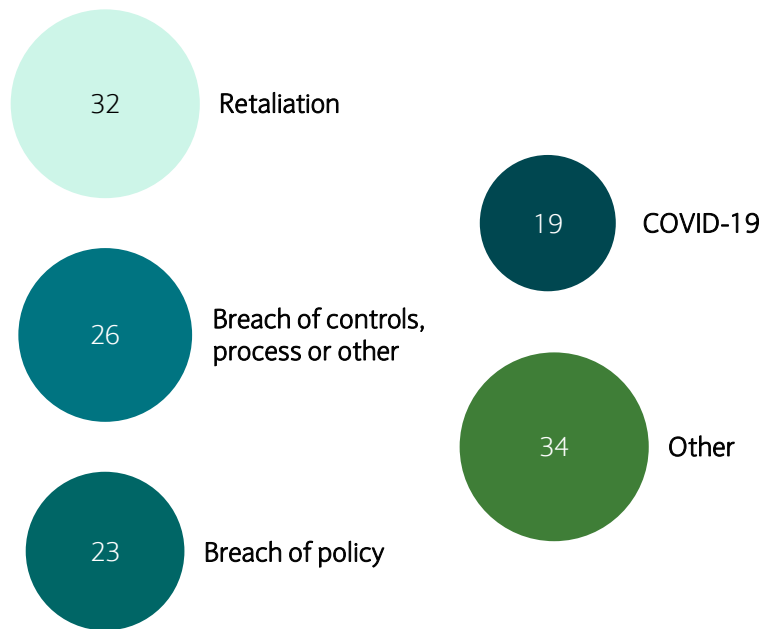
<sup>1</sup> Enterprise Risk Management Framework |

# Barclays is committed to having a strong ‘speak up’ culture

Our Mindset encourages colleagues to challenge actions, decisions or behaviours that they believe to be wrong  
 Board Level “Whistleblowers’ Champions<sup>1</sup>” are responsible for ensuring and overseeing the integrity, independence and effectiveness of Barclays’ whistleblowing programme



Whistleblowing cases opened in 2021: 134



- In 2021, the whistleblowing team opened a total of 134 whistleblowing concerns
- 205 whistleblowing matters were closed in 2021, of which 19% were found to have some level of substantiation. None of the Retaliation concerns closed in 2021 were substantiated

<sup>1</sup> Chair of the Group Board Audit Committee and Chair of the BUK Board Audit Committee |

# For Further Information

## Investor Relations

Chris Manners, Head of Investor Relations  
[chris.manners@barclays.com](mailto:chris.manners@barclays.com)

James Ankers, ESG Investor Relations Director  
[james.ankers@barclays.com](mailto:james.ankers@barclays.com)

Maritz Carvalho, ESG Investor Relations  
[maritz.carvalho@barclays.com](mailto:maritz.carvalho@barclays.com)

## Corporate Communications

Susie Guo, Group Media Relations Director  
[susie.guo@barclays.com](mailto:susie.guo@barclays.com)

[2021 ESG Resource Directory: home.barclays/sustainability/esg-resource-hub/](https://home.barclays/sustainability/esg-resource-hub/)

1. **Reporting and Disclosures**
  - a) Annual Reporting Suite
  - b) Additional ESG Disclosures
  - c) KPMG LLP Limited Assurance Statement
  - d) Reporting and Measurement Methodology
  - e) Partnerships
  - f) Additional Resources
2. **Barclays' Statements and Policy Positions**
3. **Our approach to Sustainable Finance**
  - a) Corporate and Investment Bank
  - b) Treasury
  - c) Private Bank
  - d) Barclays UK
  - e) Firm-wide Initiatives

# Important Information

In preparing this ESG Investor Presentation we have:

- (i) made a number of key judgements, estimations and assumptions, and the processes and issues involved are complex. This is for example the case in relation to financed emissions, portfolio alignment, classification of environmental and social financing, operational emissions and measurement of climate risk.
- (ii) used ESG and climate data, models and methodologies that we consider to be appropriate and suitable for these purposes as at the date on which they were deployed. However, these data, models and methodologies are not of the same standard as those available in the context of other financial information, nor subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles. There is an inability to rely on historical data as a strong indicator of future trajectories, in the case of climate change and its evolution. Outputs of models, processed data and methodologies will also be affected by underlying data quality which can be hard to assess.
- (iii) reproduced certain data assured by KPMG in the Annual Report. Barclays appointed KPMG to perform limited independent assurance over selected ESG content in the Annual Report which has been marked in the Annual Report with the symbol  $\Delta$ . The assurance engagement was planned and performed in accordance with the International Standard on Assurance Engagements (UK) 3000 Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the International Standard on Assurance Engagements 3410 Assurance of Greenhouse Gas Statements. A limited assurance opinion was issued, which includes details of the scope, reporting criteria, respective responsibilities, work performed, limitations and conclusion, and is available on our ESG resource hub at: <https://home.barclays/sustainability/esg-resourcehub/>. Certain data assured by KPMG in the Annual Report has been reproduced in this ESG Investor Presentation. This is marked in this ESG Investor Presentation with the symbol  $\Delta$ . No other information in this ESG Investor Presentation has been subject to external assurance or audit.
- (iv) the data, models and methodologies used and the judgements estimates or assumptions made are rapidly evolving and this may directly or indirectly affect the metrics, data points and targets contained in this ESG Investor Presentation. We continue to review and develop our approach to data, models and methodologies in line with market principles and standards as this subject area matures. Further development of accounting and/or reporting standards could impact (potentially materially) the performance metrics, data points and targets contained in this report. In future reports or presentations we may present some or all of the information for this reporting period using updated or more granular data or improved models, methodologies, market practices or standards. Such re-presented information may result in different outcomes than those included in this ESG Investor Presentation. Where information is re-presented from time to time, we will identify this and (where we think it is appropriate) include an explanation. It is important for readers and users of this presentation to be aware that direct like-for-like comparisons of each piece of information disclosed may not always be possible from one reporting period to another.