



FY 2022 ESG Investor Presentation

15 February 2023





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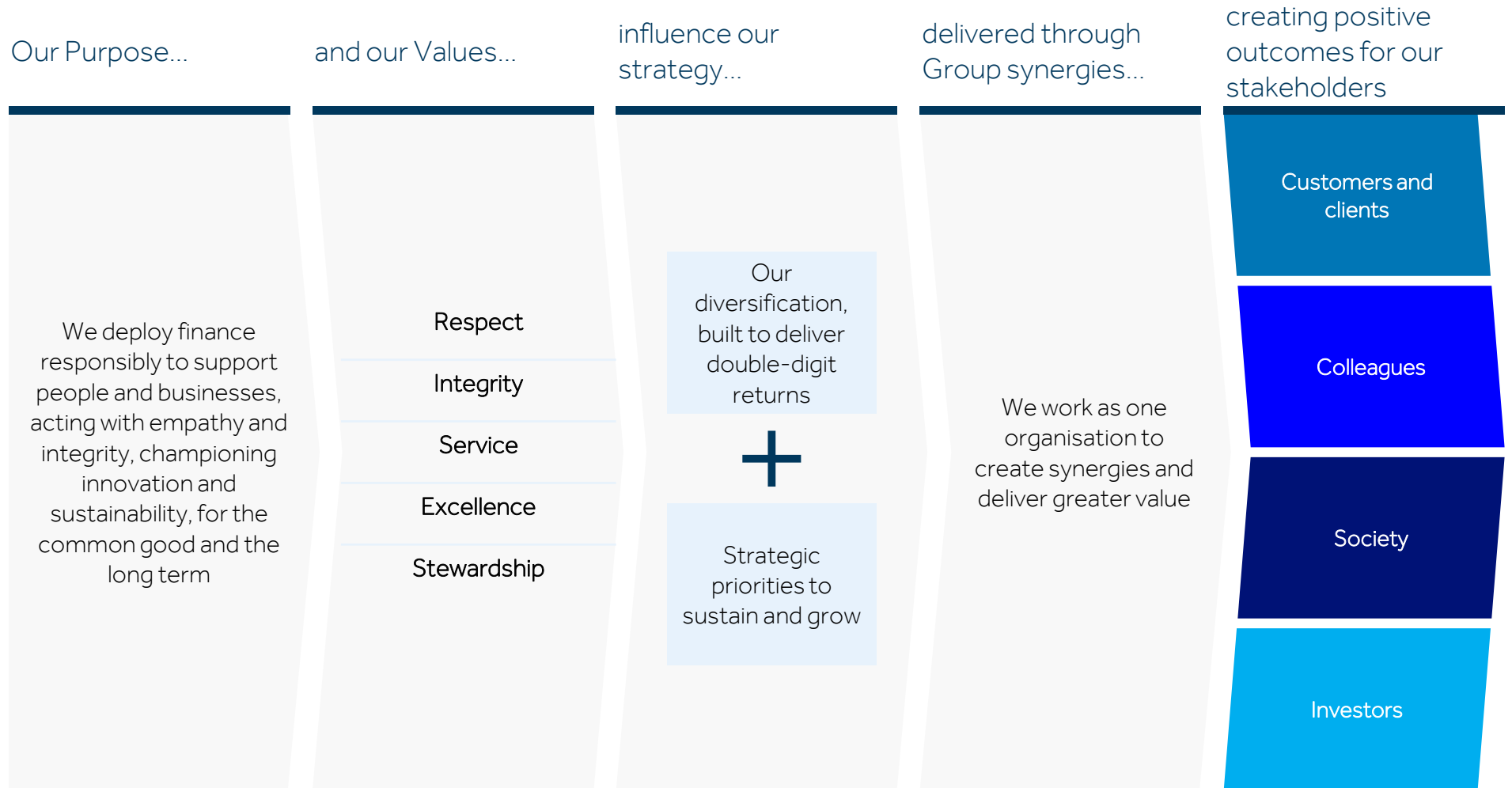
See slide 42 for where to find further information on ESG at Barclays



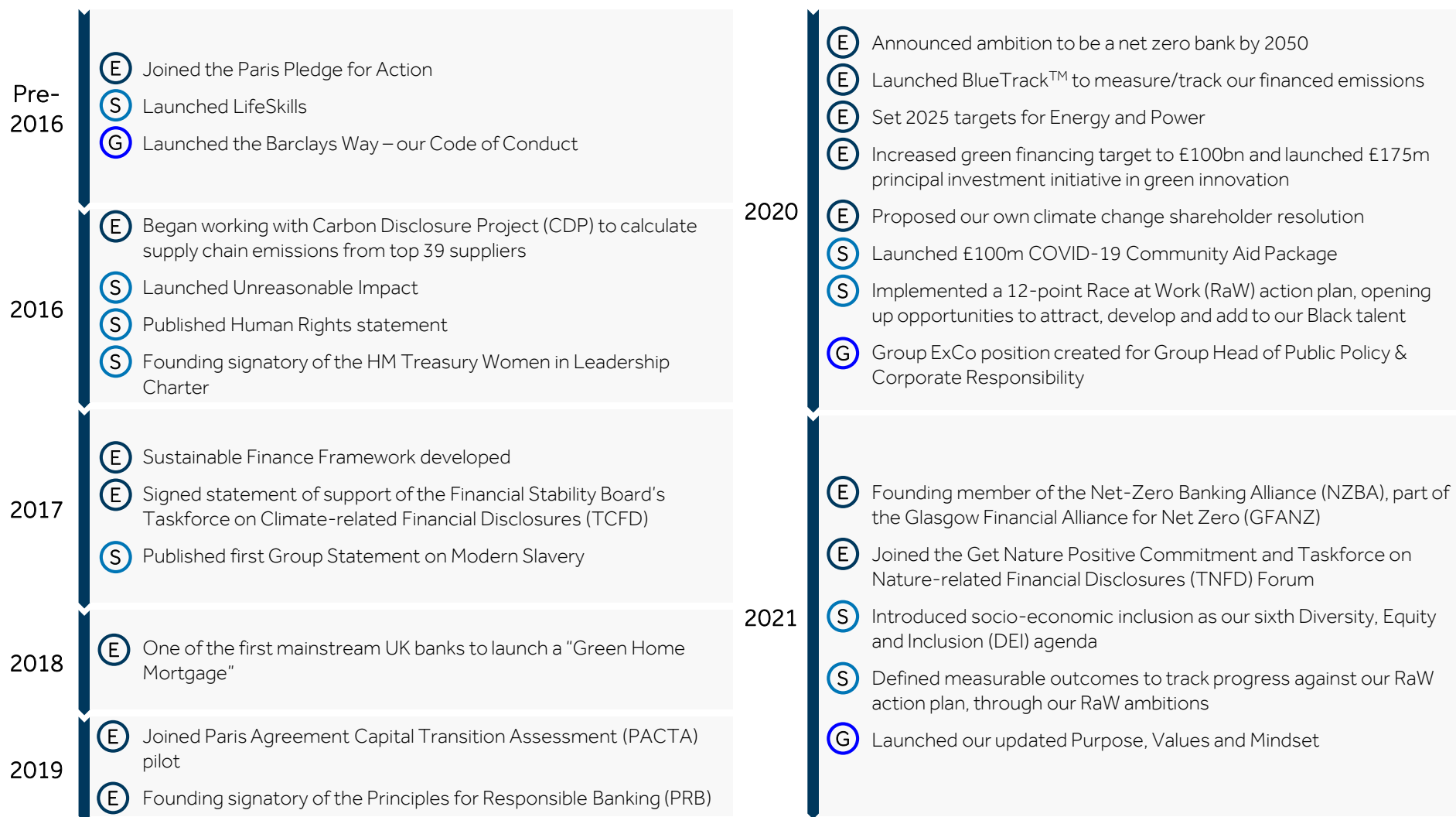
Our strategy and ESG progress



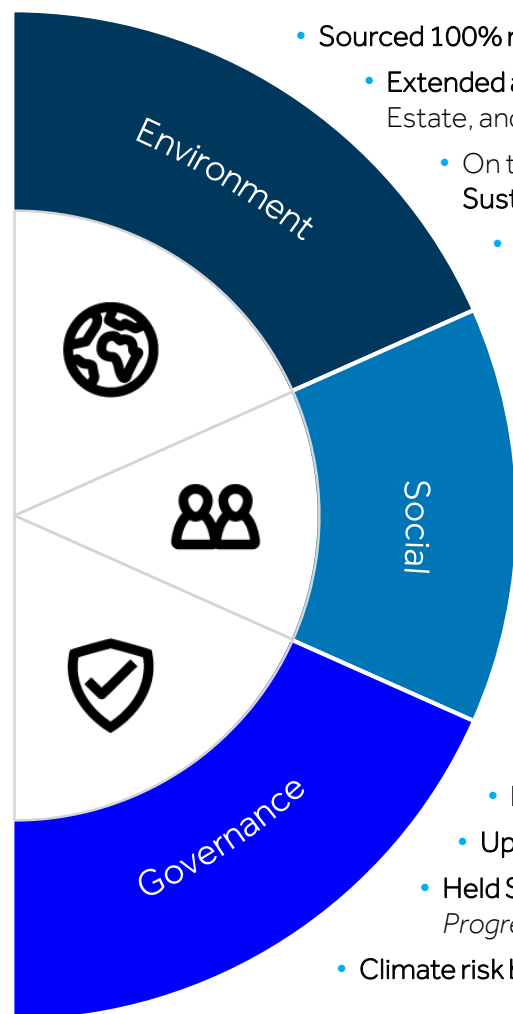
Fulfilling our Purpose



ESG has been an ongoing focus for Barclays...




...and we continued to advance our ESG agenda in 2022



- Sourced 100% renewable electricity for our operations¹ and created a pathway to address our supply chain emissions
- Extended assessment of our financed emissions to six sectors, adding Automotive Manufacturing and Residential Real Estate, and announced accelerated phase-out for coal-fired power generation
 - On track to deliver against £100bn green financing target well ahead of 2030 deadline and announced new \$1tn Sustainable and Transition financing target and upsized Sustainable Impact Capital target to £500m
 - Developing Client Transition Framework to evaluate our clients' current and expected progress as they transition to a low-carbon economy
- Brought forward part of the 2023 pay increase, awarding 35,000 UK-based junior colleagues a £1,200 salary increase effective from August 2022
- Introduced 'Equity' into our DEI strategy and set out five DEI priorities
- Cost of living support: Proactively contacted >13.5m customers in 2022 with targeted emails based on their financial needs, providing support and guidance on managing their finances
- Exceeded LifeSkills programme commitments – upskilled 12.6m people from 2018 to 2022 and placed 270,600 people into work from 2019 to 2022
- Exceeded Unreasonable Impact commitment – supported 269 growth-stage ventures solving social and environmental challenges since 2016
- Fully integrated our TCFD report into Barclays PLC's 2022 Annual Report
- Updated Sustainable Finance Framework which will support new \$1tn Sustainable and Transition financing target
- Held Say on Climate advisory vote at 2022 AGM; shareholders approved "Barclays' Climate Strategy, Targets and Progress 2022"
- Climate risk became a Principal Risk at the start of 2022



¹ Global real estate portfolio operations which includes offices, branches, campuses and data centres |

We measure our progress against key metrics and targets (1/2)

	Category	Metric	Target(s) as at FY22	FY21 performance ¹	FY22 performance ¹
 Environment	Operational footprint	GHG emissions Scope 1 and 2 (market-based) reduction against 2018 baseline	-90% (2025)	-86% ²	-91% ^{Δ,3}
		Source 100% renewable electricity for our global real estate portfolio	100% (2025)	94%	100% ^Δ
	Financed emissions reduction	Energy (against 2020 baseline)	-15% (2025) -40% (2030)	-22%	-32%
		Power (against 2020 baseline)	-30% (2025) -50% to -69% (2030)	-8%	-9%
		Cement (against 2021 baseline)	-20% to -26% (2030)	n/a	-2%
		Steel (against 2021 baseline)	-20% to -40% (2030)	n/a	-11%
	Financing & Investment	Social, environmental and sustainability-linked financing facilitated	£150bn (2018 – 2025)	£193bn	£247.6bn ^{Δ,4}
		Green financing facilitated	£100bn (2018 – 2030)	£62bn	£87.8bn ^{Δ,4}
		Sustainable Impact Capital	£500m (2020 – 2027)	£54m	£89m
















^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Cumulative change | ² Based on 12 months of consumption from 1 October 2020 to 30 September 2021 compared to 2018 baseline | ³ Based on 12 months of consumption from 1 October 2021 to 30 September 2022 compared to 2018 baseline | ⁴ FY22 capital markets financing figures are based on Dealogic data as of 13 January 2022. As data on deals is confirmed throughout the year, these numbers may be subject to changes |

We measure our progress against key metrics and targets (2/2)

	Category	Metric	Target(s) / benchmark as at FY22	FY21 performance	FY22 performance
 Social	Colleagues	Females at Managing Director/Director level	33% (2025)	28%	29% ^Δ
		Colleague engagement	'Maintain engagements at healthy levels' ¹	82%	84%
	Customers and clients	Barclays UK (BUK) Net Promoter Score (NPS)	'Improve' ¹	+11	+11
		Barclaycard UK NPS	'Improve' ¹	+4	+12
		US Consumer Bank Care tNPS ²	'Improve' ¹	+43	+44
	Communities	LifeSkills – Number of people upskilled	10m (2018 – 2022)	9.8m ⁴	12.6m ⁴
		LifeSkills – Number of people placed into work	250,000 (2019 – 2022)	193,400 ⁴	270,600 ⁴
		BUK complaints excl. PPI (YoY move) ³	'Reduce complaints and improve resolution time' ¹	-17%	-17%
 Governance	Board composition	Females on the Board	(i) ≥40% (2025) and (ii) ≥1 senior Board position ⁵ (2025)	33%	(i) 38% and (ii) GFD ⁶
		Ethnically diverse members of the Board	≥1 ⁷	3	2
	ExCo composition	Female Group ExCo and ExCo direct reports	33%	25%	27% ^Δ

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Benchmark | ² Care tNPS provides an accurate measure of customer sentiment across our Fraud, Dispute, Credit and Care channels and replaces the relationship NPS reported in the 2021 Annual Report | ³ BUK total complaints YoY move was -18% in 2022 and -23% in 2021 | ⁴ Cumulative figures | ⁵ As set out in the updated Board Diversity Policy adopted on 15 December 2022. Refer to pages 161-162 of Barclays PLC 2022 Annual Report for further details | ⁶ Group Finance Director | ⁷ Aligned with the Parker Review on the ethnic diversity of UK Boards |

Our ESG ratings performance

Agency	Rating type	Scale (best to worst)	2019	2020	2021	2022	Year on year	
 MSCI	MSCI ESG rating	AAA – CCC	BBB	A	AA	AA	Stable	
 CDP	CDP Climate Change Questionnaire	A – D ⁻	A ⁻	B	B	A ⁻	Improved	
 S&P Global	S&P Global Corporate Sustainability Assessment (CSA)	100 – 0	70 (77 th percentile)	77 (88 th percentile)	78 (92 nd percentile)	75 (95 th percentile)	Declined slightly but relative performance improved	
 ISS ESG	ISS ESG Corporate Score	A ⁺ – D ⁻	C ⁻	C ⁻	C ⁻	C ⁻	Stable	
	ISS Environmental Disclosure QualityScore	1 – 10	1	1	1	1	Stable	
	ISS Social Disclosure QualityScore	1 – 10	1	1	1	1	Stable	
	ISS Governance Disclosure QualityScore	1 – 10	10	8	7	9	Declined	
 MOODY'S ESG Solutions	Moody's ESG Solutions ESG Assessment ¹	100 – 0	48 (limited)	49 (limited)	55 (robust)	55 (robust)	Stable	
 FTSE Russell	FTSE Russell ESG Rating	5 – 0	4.8 (97 th percentile)	4.7 (94 th percentile)	4.2 (92 nd percentile)	4.7 (98 th percentile)	Improved	

Note: Barclays' Sustainalytics[®] ESG Risk Rating can be found on the Sustainalytics[®] website: <https://www.sustainalytics.com/esg-rating/barclays-plc/1008202145>

¹ This ESG Assessment was originally provided by Vigeo Eiris, which is now part of Moody's ESG Solutions | Copyright © 2022 Morningstar Sustainalytics. All rights reserved. This publication contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at <https://www.sustainalytics.com/legal-disclaimers>



Climate and sustainability



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 three-part strategy to turn that ambition into action:

1

Achieving net zero operations

Barclays is working to reduce its Scope 1, Scope 2 and Scope 3 operational emissions¹ consistent with a 1.5°C aligned pathway and to counterbalance any residual emissions

See slides 13-14

2

Reducing our financed emissions

Barclays is committed to aligning its financing with the goals and timelines of the Paris Agreement, consistent with limiting the increase in global temperatures to 1.5°C

See slides 15-20

3

Financing the transition

Barclays is helping to provide the green and sustainable finance required to transform the economies, customers and clients we serve

See slides 21-24

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

¹ We define our Scope 3 operational emissions to include supply chain, waste, business travel and leased assets |

Selected targets and policies and new announcements against them

	Previously announced target/policy	New announcement
1 Achieving net zero operations	<ul style="list-style-type: none"> Energy: Source 100% renewable electricity for our global real estate portfolio by end of 2025 	<ul style="list-style-type: none"> Energy: New milestones of 115kWh/m² per year average energy use intensity across our corporate offices by the end of 2035 and 10MW on-site renewable electricity capacity installed across our global real estate portfolio by the end of 2035
	<ul style="list-style-type: none"> GHG emissions: -90% reduction in Scope 1 and 2 (market-based) GHG emissions vs. 2018 baseline 	<ul style="list-style-type: none"> GHG emissions: New milestones of -50% reduction in GHG supply chain emissions by end 2030 and -90% by end 2050 vs. 2018 baseline and 90% of suppliers¹ to have science-based GHG emissions reduction targets in place by end 2030
2 Reducing our financed emissions	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Automotive manufacturing: 2030 target of -40% to -64% reduction in CO₂e emissions intensity vs. 2022 baseline (Scopes 1, 2 and 3)
	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Residential Real Estate: 2030 convergence point of -40% reduction in CO₂e emissions intensity vs. 2022 baseline (Scopes 1 and 2)
	<ul style="list-style-type: none"> Coal-fired power generation: 2030 phase out of financing to clients engaged in² coal-fired power generation in the UK and EU, 2035 for the rest of the world (incl. USA) Oil sands policy: Only provide financing to oil sands exploration and production clients who have projects to reduce materially their overall emissions intensity, and a plan for the company as a whole to have lower emissions intensity than the level of the median global oil producer by the end of the decade 	<ul style="list-style-type: none"> Coal-fired power generation: 2030 phase out of financing to clients engaged in² coal-fired power generation in the EU and OECD, 2035 for the rest of the world Oil sands policy³: Will not provide financing⁴: <ul style="list-style-type: none"> To oil sands exploration and production companies⁵; or For the construction of new (i) oil sands exploration, production and/or processing assets; or (ii) pipelines whose primary use is for the transportation of crude oil extracted from oil sands
3 Financing the transition	<ul style="list-style-type: none"> Sustainable financing: Facilitate £150bn of social, environmental and sustainability-linked financing (2018-2025) 	<ul style="list-style-type: none"> Sustainable financing: Facilitate \$1tn of Sustainable and Transition financing between 2023 and end of 2030
	<ul style="list-style-type: none"> Sustainable Impact Capital: Invest up to £175m of Barclays' own capital in environmentally-focused early-stage companies by 2025 	<ul style="list-style-type: none"> Sustainable Impact Capital: Increase investment of Barclays' capital in global climate tech start-ups to £500m by the end of 2027

¹ By Barclays' addressable spend, defined as external costs incurred by Barclays in the normal course of business where Procurement has influence over where the spend is placed | ² A client is "engaged in" if it generates >5% of its revenue from the activity | ³ With effect from 1 July 2023 | ⁴ Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | ⁵ Oil sands exploration and production companies are those that majority own (>50%) or operate oil sands exploration, production and processing assets, other than companies that generate less than 10% of revenue from these activities |

1 Progress against our net zero operations milestones

Emissions reduction

GHG emissions Scope 1 and 2 (market-based) reduction against 2018 baseline

-91%^{Δ,1} (2021: -86%²) against a target of -90% by end 2025

GHG emissions Scope 1 and 2 (location-based) reduction against 2018 baseline

-43%^{Δ,1} (2021: -33%²) against a milestone of -50% by end 2030

GHG emissions reduction across our supply chain against 2018 baseline

-8% against milestones of -50% by end 2030 and -90% by end 2050

Suppliers³ with science-based GHG emissions reduction targets

47%⁴ against milestones of 70% by end 2025 and 90% by end 2030

Others

Average annual energy use intensity across our corporate offices

265kWh/m² per year against a milestone of 115kWh/m² per year by end 2035

On-site renewable electricity capacity installed across our global real estate portfolio

0.26MW against a milestone of 10MW by end 2035

Campus waste diverted⁵

65% (2021: 46%) against a milestone of 90% by end 2035

Renewable electricity sourcing for our global real estate portfolio

100%^Δ (2021: 94%) against a target of 100% by end 2025

Proportion of UK company cars transitioned to electric vehicles (EV)

55% (2021: 27%) against a milestone of 100% by end 2025

Proportion of our global fleet transitioned to EV or ultra-low emissions vehicles where EVs are not viable

24% (2021: 10%) against a milestone of 100% by end 2030

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Based on 12 months of consumption from 1 October 2021 to 30 September 2022 compared to 2018 baseline | ² Based on 12 months of consumption from 1 October 2020 to 30 September 2021 compared to 2018 baseline | ³ By Barclays' addressable spend | ⁴ Committed to or in place | ⁵ Campuses include 1 Churchill Place, 745 7th Avenue, Radbrooke, Northampton, Glasgow, Pune, Whippy, Dryrock |

1 Executing our net zero operations strategy

Our operations have been carbon neutral¹ since 2020. We will continue to decarbonise our operations to meet our net zero ambition

Reducing our Scope 1 and 2 emissions

Scope 1 and 2 GHG emissions ('000 tCO ₂ e) ^{2,3}						
	2018	2019	2020	2021	2022	
Market-based						
Scope 1 and 2 GHG emissions	257.1	108.0	71.0	36.8	21.9	2025 target of:
Reduction in Scope 1 and 2 GHG emissions vs. 2018 baseline	n/a	-58%	-72%	-86%	-91% ^Δ	-90%
Location-based						
Scope 1 and 2 GHG emissions	218.5	198.6	171.4	147.4	123.5	2030 milestone of:
Reduction in Scope 1 and 2 GHG emissions vs. 2018 baseline	n/a	-9%	-22%	-33%	-43% ^Δ	-50%

2022 highlights

- Sourced 100% renewable electricity for our global real estate portfolio ahead of 2025 deadline
- Signed a 10-year Power Purchase Agreement which will support Creag Riabach, an onshore wind farm project in Scotland
- Reduced global real estate portfolio energy consumption by 30% compared to 2018 baseline
- 57% of our global real estate portfolio by area has a third-party verified green building certification as of December 2022

Addressing our Scope 3 operational emissions

2022 highlights

Expanded our GHG scope 3 inventory
to include supply chain, leased assets and waste emissions

Achieved -8% reduction in GHG emissions across our supply chain
vs. milestones of -50% by end 2030 and -90% by end 2050

Reduced air travel by 73%
compared to 2018 baseline

47%⁴ of suppliers⁵
have science-based emissions reduction targets

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② BlueTrack™ is how we measure our financed emissions

BlueTrack™ is our methodology for measuring and tracking our financed emissions at a portfolio level against the goals of the Paris Agreement as outlined in our [BlueTrack™ Whitepaper](#)



- Methodology covers not only lending but also capital markets financing, better reflecting the breadth of our support for clients through our investment bank
- Covers Energy, Power, Cement and Steel. Extended assessment to cover two new sectors in 2022
- Early adopter of a 2025 Energy absolute emissions reduction target

Financed emissions metrics

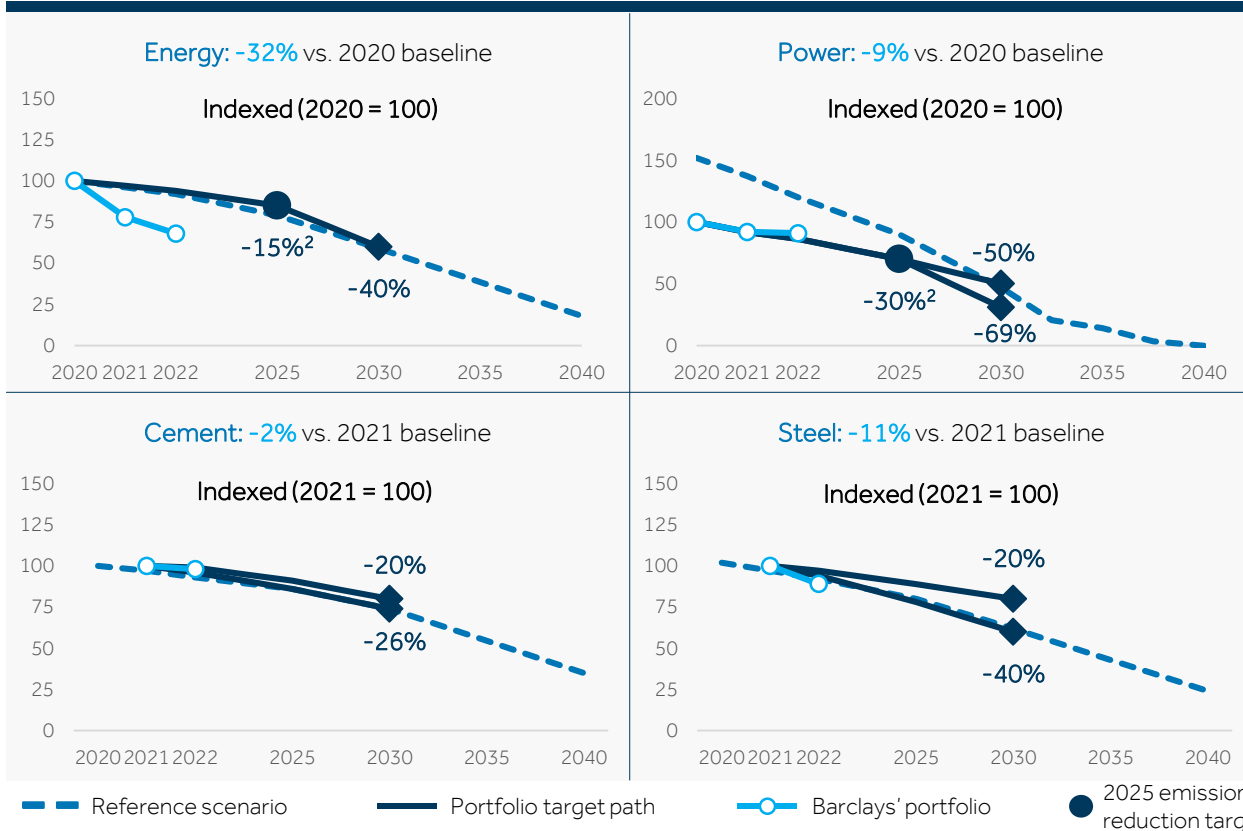
Sector				Setting our targets				Monitoring our progress to 2022		
Sector	Sector boundaries	Emissions scope	GHG included	Reference scenario	Target metric ¹	Baseline year	Target vs. baseline	Cumulative change ¹	Absolute emissions (MtCO ₂ e) ¹	Physical intensity ¹
Energy	Upstream Energy	1, 2 and 3	CO ₂ and methane	IEA SDS IEA NZE2050	Absolute emissions	2020	-15% by end 2025 -40% by end 2030	-32%	51.7 ^Δ	59.6 gCO ₂ e/MJ
Power	Power generators	1	CO ₂	IEA SDS IEA NZE2050	Physical intensity	2020	-30% by end 2025 -50% to -69% by end 2030	-9%	29.2	302 ^Δ kgCO ₂ e/MWh
Cement	Cement manufacturers	1 and 2	All GHGs	IEA NZE2050	Physical intensity	2021	-20% to -26% by end 2030	-2%	0.7	0.610 ^Δ tCO ₂ e/t
Steel	Steel manufacturers	1 and 2	All GHGs	IEA NZE2050	Physical intensity	2021	-20% to -40% by end 2030	-11%	1.6	1.732 ^Δ tCO ₂ e/t
Automotive Manufacturing	Light Duty Vehicles manufacturers	1, 2 and 3	Scope 1 and 2: all GHGs, Scope 3: CO ₂	IEA NZE2050	Physical intensity	2022	-40% to -64% by end 2030	New sector	6.2	167.2 ^Δ gCO ₂ e/km
Residential Real Estate	UK buy-to-let and owner occupied mortgages	1 and 2	CO ₂ , methane and nitrous oxide	CCC BNZ	Physical intensity	2022	Convergence point vs. baseline -40% by end 2030	New sector	1.5	32.9 ^Δ kgCO ₂ e/m ²

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Targets and progress for Energy are based on absolute emissions. Targets and progress for Power, Cement, Steel, Automotive Manufacturing and Residential Real Estate are based on physical intensity |

② Progress against our existing sector targets and new sectors assessed

We have 1.5°C-aligned targets set against 5 NZBA¹ high-emitting sectors

Progress against our existing sector targets



New sectors assessed

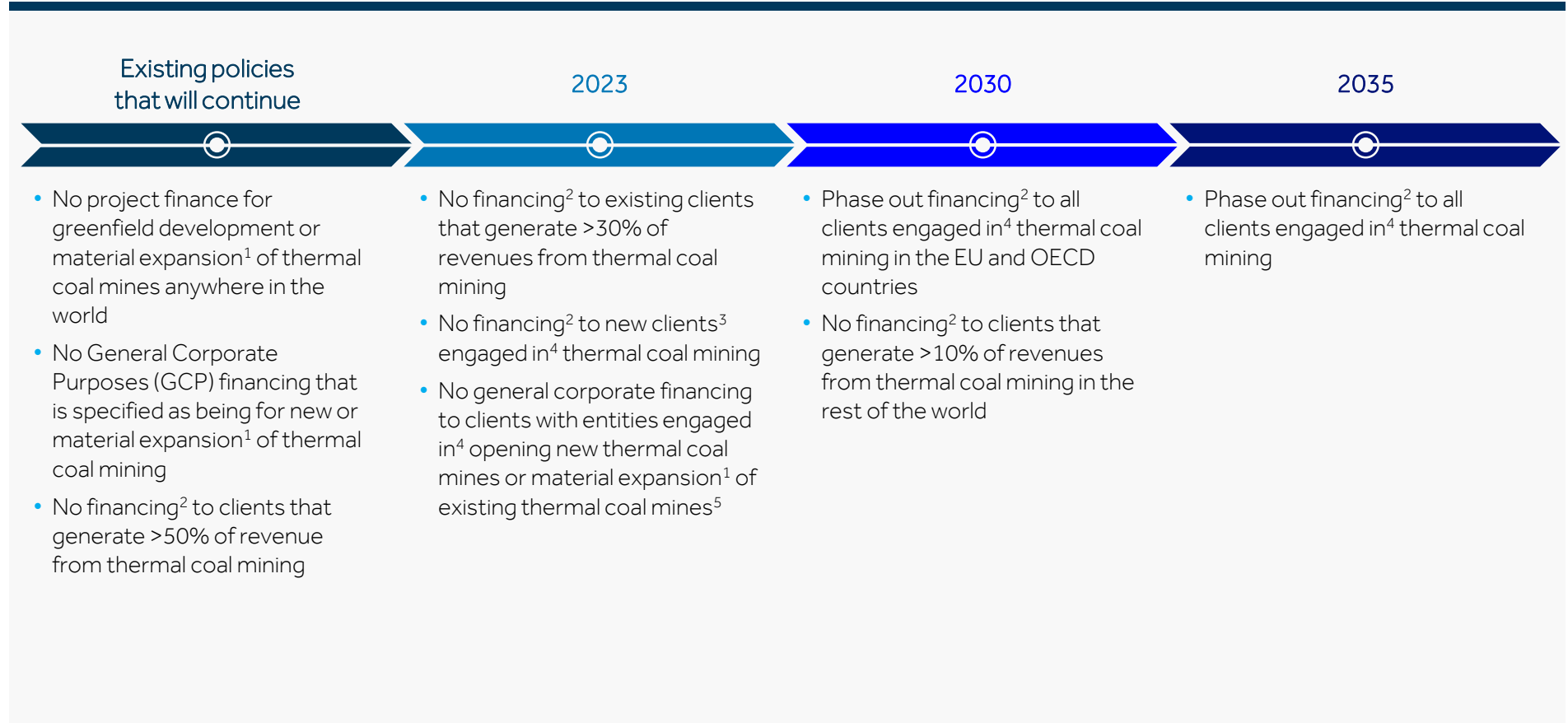


We aim to assess our baseline financed emissions across the Agriculture, Commercial Real Estate, Aviation and Shipping sectors during 2023

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Net-Zero Banking Alliance | ² Based on IEA SDS Benchmark OECD

② Restrictive policies – thermal coal mining

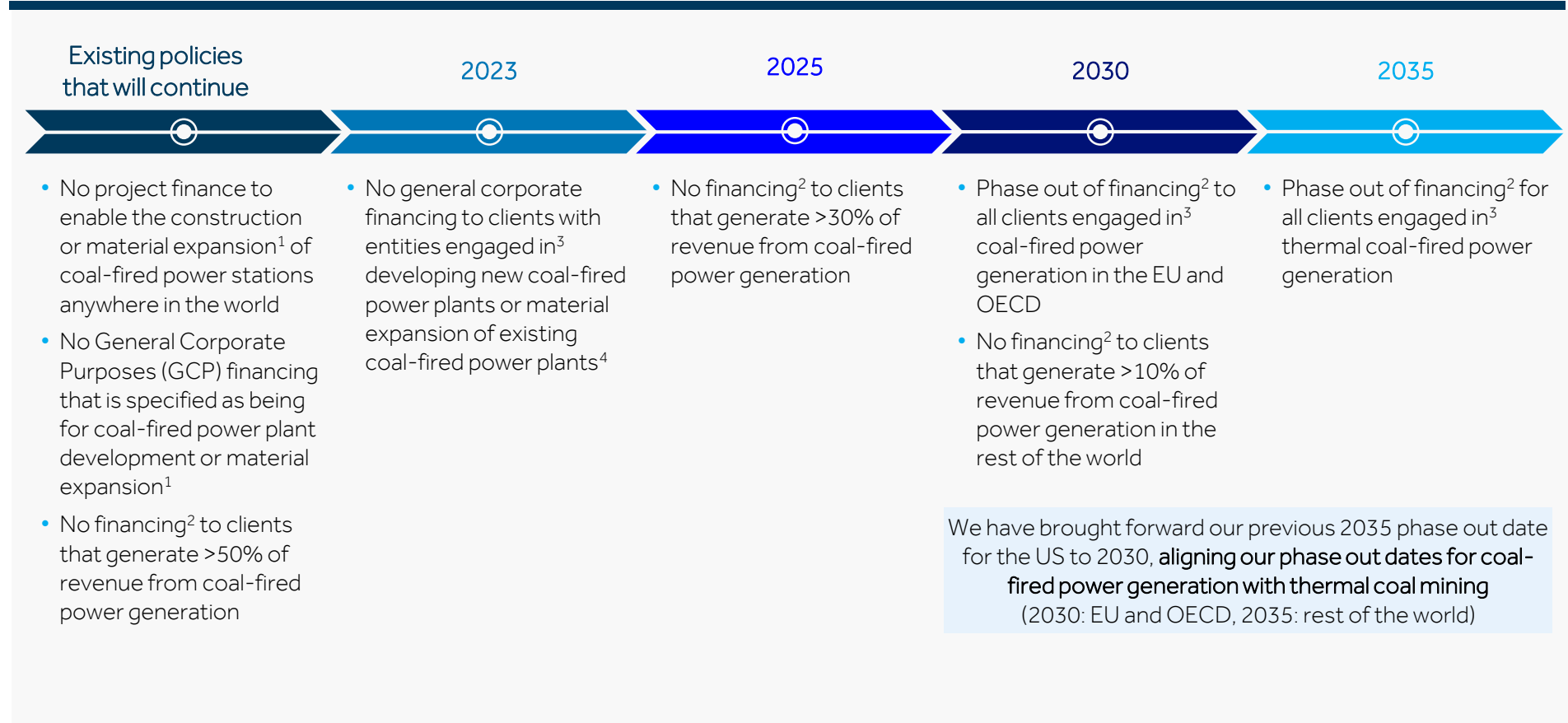
Barclays' thermal coal mining policy at a glance



Note: Full details of our restrictive policies (including exceptions) are set out in detail in our Climate Change Statement: Our Approach to Sensitive Sectors, and include clear restrictions on thermal coal mining and coal-fired power generation, Arctic exploration and production, oil sands and hydraulic fracturing (fracking). Further restrictions are set out in our Position Statements in relation to Forestry and Agricultural Commodities, World Heritage Sites and Ramsar Wetlands, and Climate Change | ¹ Increase in annual tonnage of thermal coal extracted from existing thermal coal mines by more than 20% measured from a baseline of maximum p.a. tonnage for preceding three years. Expansion in such cases relates to absolute global increases rather than increases for an entity or group as a result of mergers or acquisitions | ² Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | ³ Means no member of the group was a client of Barclays as at 1 April 2022 | ⁴ A client/entity is "engaged in" if it generates >5% of its revenue from the activity | ⁵ Unless an undertaking is received from the borrower or we are otherwise satisfied that the proceeds of the GCP financing will not be made available to entities engaged in opening new thermal coal mines or material expansion of existing thermal coal mines |

② Restrictive policies – coal-fired power generation

Barclays' coal-fired power generation policy at a glance



Note: Full details of our restrictive policies (including exceptions) are set out in detail in our Climate Change Statement: Our Approach to Sensitive Sectors, and include clear restrictions on thermal coal mining and coal-fired power generation, Arctic exploration and production, oil sands and hydraulic fracturing (fracking). Further restrictions are set out in our Position Statements in relation to Forestry and Agricultural Commodities, World Heritage Sites and Ramsar Wetlands, and Climate Change | ¹ Investment to extend the unabated operating lifetime of existing thermal coal power plants or increase net operational thermal power capacity by more than 20% measure from a baseline of maximum capacity for preceding three years reported. Expansion in such cases relates to absolute global increases rather than increases for an entity or group as a result of mergers or acquisitions | ² Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | ³ A client/entity is "engaged in" if it generates >5% of its revenue from the activity | ⁴ Unless an undertaking is received from the borrower or we are otherwise satisfied that proceeds of such GCP financing will not be made available to entities engaged in developing new coal-fired power plants or material expansion of existing coal-fired power plants |

2 Restrictive policies – other sensitive sectors

Oil sands

- Current policy effectively reduced lending exposure to oil sands exploration and production companies¹ to zero at the end of 2022
- We are further updating our policies from 1 July 2023 and will not provide financing²:
 - To oil sands exploration and production companies¹; or
 - For the construction of new (i) oil sands exploration, production and/or processing assets; or (ii) pipelines whose primary use is for the transportation of crude oil extracted from oil sands

Hydraulic fracturing (Fracking)

- No direct³ financing of projects involving fracking in UK and Europe
- No financing² to companies primarily engaged in fracking activities in UK and Europe
- Enhanced Due Diligence (EDD) and additional requirements applied to any financing² for a company involved in fracking activities outside UK and Europe

Arctic oil & gas

- No direct³ financing of oil & gas projects in Arctic Circle
- No financing² to companies primarily engaged in oil & gas exploration and production operations in Arctic Circle
- No financing² to ancillary Arctic oil & gas businesses where proceeds are known to be for supporting new oil and gas exploration, production or new pipeline transportation projects in the Arctic Circle

Mountain Top Removal (MTR) coal mining

- No direct³ financing of MTR projects or developments
- EDD applied to financing facilities for clients who practice MTR

Note: Full details of our restrictive policies (including exceptions) are set out in detail in our Climate Change Statement: Our Approach to Sensitive Sectors, and include clear restrictions on thermal coal mining and coal-fired power generation, Arctic exploration and production, oil sands and hydraulic fracturing (fracking). Further restrictions are set out in our Position Statements in relation to Forestry and Agricultural Commodities and World Heritage and Ramsar Wetlands | ¹ Oil sands exploration and production companies are those that majority own (>50%) or operate oil sands exploration, production and processing assets, other than companies that generate less than 10% of revenue from these activities | ² Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | ³ Refers to project finance or other lending/underwriting where the use of proceeds is known to be for a particular project |

② We engage with our clients through various means and channels

Client Transition Framework (CTF)

Our CTF will support our evaluation of our corporate clients' current and expected progress as they transition to a low-carbon business model. Together with BlueTrack™, it will help re-shape our portfolio emissions profile

Evaluation methodology

- **Quantitative:** Assesses a client's alignment with our emissions targets and sector benchmarks
- **Qualitative:** Assesses the credibility of a client's transition plan. Considers criteria such as low-carbon technologies employed and green capex or opex plans
- Results in an overall CTF score from T1 (best) to T5 (worst)

Pilot assessment results

- Initial assessments have been conducted for majority of corporate clients in sectors where BlueTrack™ targets have previously been set (Energy, Power, Cement and Steel)
- Findings include:
 - c.80% of assessed clients have climate targets
 - c.60% of assessed clients have executive compensation tied to achievement of their climate goals
- We will continue to work to address data quality challenges we have identified

Future applications

- CTF results will increasingly be integrated into key bank-wide processes
- Scores may also be used to inform certain existing processes, allowing us to:
 - Measure, monitor and report on clients' decarbonisation progress
 - Understand how we can support clients' transition
 - Identify engagement opportunities
 - Inform our own transition plan and progress
- We will focus our climate-specific engagement on the lowest scoring clients

Business/events

Proactive engagement with many of our clients on the risks and opportunities from the transition

>15,000

engagements with clients within the Corporate Bank on ESG topics in 2022 (2021: c.5,000)

c.2,000

contacts reached through client events on ESG and sustainability topics in 2022

Research

Using our thought leadership to help support client thinking

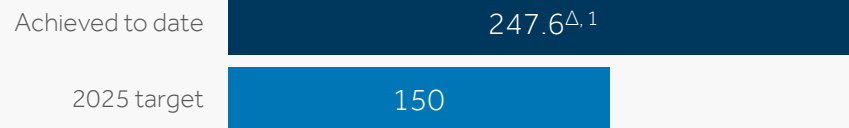
>400

ESG-focused research reports published in 2022

3 Progress against our sustainable financing targets

Facilitating finance for our clients and customers

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



Green financing² (£bn)



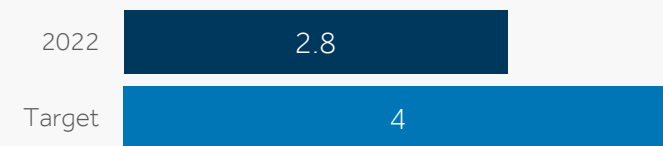
New \$1tn Sustainable and Transition financing target (2023 – end 2030)

Making direct investments

Sustainable Impact Capital (£m)



Green bond investment portfolio (£bn)



^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ FY22 capital markets financing figures are based on Dealogic data as of 13 January 2022. As data on deals is confirmed throughout the year, these numbers may be subject to changes | ² Comprises of labelled, 'use of proceeds' and business mix financing in environmental categories and sustainability-linked financing that incorporates environmental performance targets |

③ Year on year progress against our sustainable financing targets

Highlights

Social, environmental and sustainability-linked financing facilitated

£247.6bn^{Δ1} vs. target of £150bn by end 2025

① + ② + ③

Joint Mandated Lead Arranger and Sustainability and Documentation Coordinator for Motability Operations' £1.9bn sustainability-linked term and RCF in 2022

Green financing facilitated

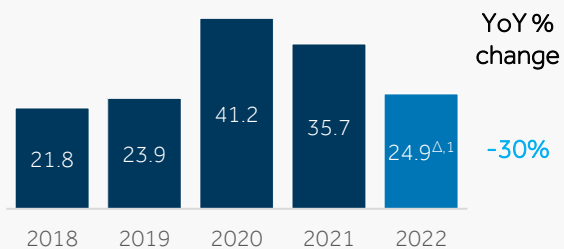
£87.8bn^{Δ1} vs. target of £100bn by end 2030

② + environmental element of ③

Lead left bookrunner on Portland General Electric's \$500m green financing equity offering in 2022

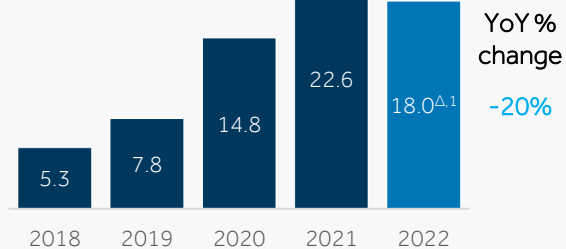
① Social financing (€bn)

Includes financing for supranational, national and regional development institutions



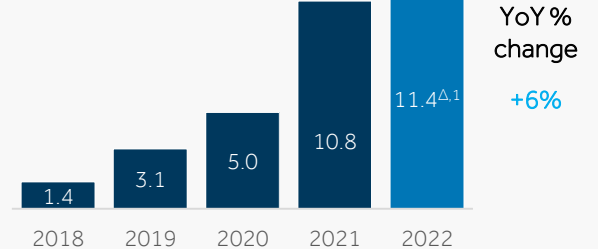
② Environmental financing (€bn)

Includes financing via green bonds, green loans or green equity financing



③ Sustainability-linked financing (€bn)

Includes transactions with pricing mechanisms linked to various sustainability performance targets



Announced new target in December 2022 to facilitate \$1tn Sustainable and Transition financing between 2023 and end 2030

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ FY22 capital markets financing figures are based on Dealogic data as of 13 February 2022. As data on deals is confirmed throughout the year, these numbers may be subject to changes |

3 Expanding our sustainable finance activities through specialist teams

Barclays UK

- Appointed Head of Sustainable Finance – BUK

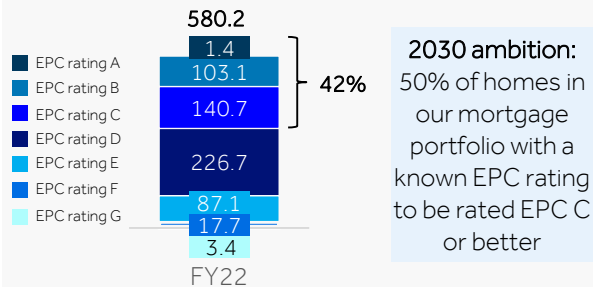
Green Home and Buy-to-Let Mortgages

>£2.6bn completed in Green Home Mortgages¹ as at the end of 2022

Number of Green Home Mortgages issued¹



Number of mortgages by EPC rating² ('000)



Greener Home Reward

- Pilot launched in 2022 offering up to £2,000 for mortgage customers who install energy efficient measures in their homes

Corporate and Investment Bank

- Appointed Head of Sustainable Finance – CIB

Sustainable Capital Markets

- Originating, structuring and executing tailor-made green, social, sustainability, transition and sustainability-linked capital markets financing solutions for our global clients
- Duration Manager on the £4.5bn tap of the UK's second Green Gilt in 2022

Sustainable and Impact Banking

- Advisory and capital raises for emerging growth, climate technology companies and strategic advisory for existing banking clients
- Advised/acted as underwriter on 22 transactions with total value of \$13.5bn in 2022, including green hydrogen leader Haffner Energy's IPO

Sustainable Product Group

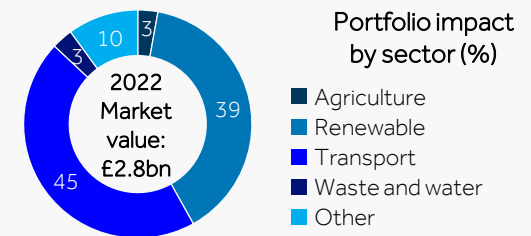
- Originating and structuring green and sustainability-linked corporate banking products across lending, trade and project finance
- Sustainability Coordinator for Cairn Homes plc's €277.5m sustainability-linked facility (includes biodiversity targets) in 2022, the largest of its type arranged in the Irish homebuilding sector

Treasury and Markets

Sustainable Impact Capital

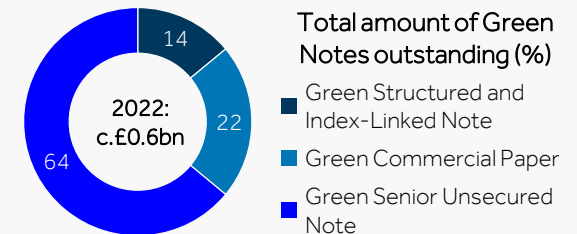
- See next slide for details

Green bond investment portfolio



Green Notes programme

- Covers a wide range of Barclays issued products used to finance/refinance green assets originated by our corporate and investment banking teams



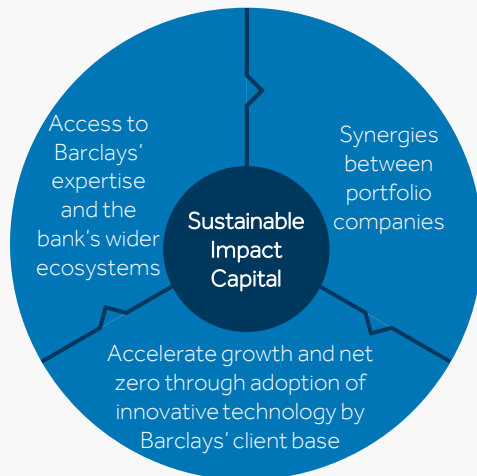
¹ From this year, we have excluded from the reported numbers instances where the Green product has been ported to another property as part of a home move, as the new property may not be energy efficient | ² Data as of 30 September 2022 |

3 Sustainable Impact Capital: Upsized target to £500m

Mission

Accelerate the transition to a net zero future by investing £500m by the end of 2027 (£175m by 2025 previously) in global climate tech start-ups, including a focus on:

- Technologies that are enabling decarbonisation within carbon intensive sectors
- Carbon capture and hydrogen technologies



Investment principles

Invest in propositions that are strategic, impactful and economic:

Strategic

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

Impactful

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

Economic

Achieving long term commercial success by investing in scalable innovators

Portfolio as at FY22

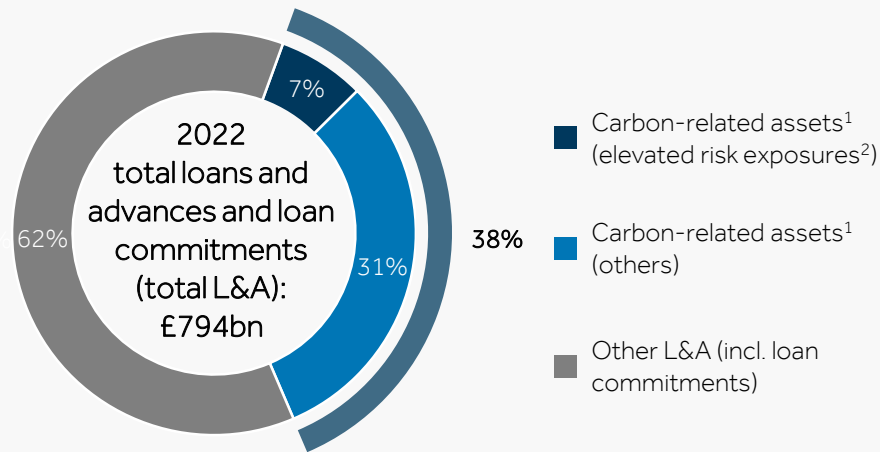


£89m invested under Sustainable Impact Capital as at FY22, against a target of £500m by the end of 2027

Reporting climate risk exposures in line with TCFD recommendations

Lending portfolio

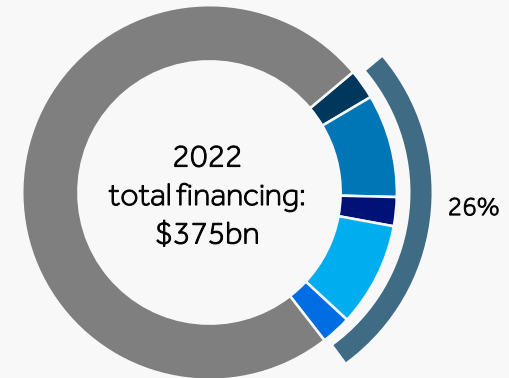
Carbon-related assets¹



£bn	2021	2022	YoY
Carbon-related assets ¹	288.2 ³ (41% ³ of total L&A)	302.2 ⁴ (38% of total L&A)	+5% (-3ppts)
o/w: elevated risk exposures ²	50.7 (7% of total L&A)	55.6 (7% of total L&A)	+10% (flat)
Total L&A	707.2	794.3	+12%

Capital markets financing⁵

Carbon-related sectors in wholesale credit



Financing towards carbon-related sectors as a proportion of total financing remained flat YoY at 26% in 2022 (2021: 26% of total financing of \$549bn⁶)

Energy 11.5% (2021: 7.2%), of which:

- Oil & Gas 2.6% (2021: 2.3%)
- Power Utilities 8.9% (2021: 4.9%)
- Coal Mining and Coal Terminals 0.0% (2021: 0.0%)

- Agriculture, Food and Forest Products 2.5% (2021: 3.4%)
- Materials and Building 9.0% (2021: 11.6%)
- Transport 2.6% (2021: 4.3%)
- Other

¹ Assets tied to the energy, transportation, materials and buildings, and agriculture, food and forest products sectors. For 2022, UK Mortgage assets have been included in the figures above. Mortgages do not meet the TCFD definition of a carbon-related asset but are considered carbon-related, and have been covered as part of our work to assess the financed emissions across our portfolio and measure the baseline emissions that we finance across sectors | ² Quantitative credit exposures to sectors sensitive to the impacts from climate change. These figures should not be interpreted as an indicator of relative carbon intensity | ³ Scope has been widened to include UK mortgages (£169bn increase) and all Barclays entities as opposed to just material entities (£15bn increase) | ⁴ Excludes £5.9bn of Fronting Stand By Letter of Credits (SBLCs) that are part of total loans & advances & loans commitments since these amounts are counter-indemnified by other lenders | ⁵ Sourced from Dealogic | ⁶ 2021 figures have been recalculated by Dealogic as data on deals is confirmed throughout the year, e.g. in Barclays TCFD Report 2021, our 2021 total financing figure was reported as \$548bn |

Continued engagement on the transition towards a nature-positive economy

Addressing nature and biodiversity considerations in our financing and operations









- Piloted the Taskforce on Nature-related Financial Disclosures' (TNFD) draft framework, including the proposed risk assessment process (LEAP-FI) on our UK and European Agriculture and Food portfolio
- Financing restrictions that seek to address nature and biodiversity-related risk within our position statements in relation to Forestry and Agricultural Commodities, World Heritage Sites and Ramsar Wetlands, and Climate Change
- Barclays is a signatory to the New York Declaration on Forests and its objective of supporting all endeavours to end natural forest loss by 2030. We intend to update our Forestry and Agricultural Commodities Statement in Q223
- Our sustainable and transition financing target includes financing for categories related to nature and biodiversity such as 'sustainable food, agriculture, forestry, aquaculture and fisheries'
- We have an ambition to achieve and maintain TRUE (Total Resource Use and Efficiency) zero waste certified projects across our key campuses by 2035. We also seek to enhance biodiversity across our buildings

Actively evolving our approach including through engaging with emerging industry and cross-sector initiatives



¹ Association for Financial Markets in Europe |

Barclays engages extensively in cross-industry initiatives (1/2)

Theme	Industry collaboration	Barclays' involvement/additional information
Climate and sustainability	Glasgow Financial Alliance for Net Zero 	In 2022, Barclays contributed to a publication 'Guidance on Use of Sectoral Pathways for Financial institutions' published in June
	Net-Zero Banking Alliance (NZBA) 	In 2021, Barclays was a founding member of the NZBA. Since 2022, Barclays has co-led the Sector Work Track within NZBA
	Oxford Sustainable Finance Group & the UK Centre for Greening Finance and Investment 	In October 2022, Barclays announced a three-year partnership with Oxford to work on developing a credible methodology for monitoring emissions and creating transition pathways in the agriculture sector
	Partnership for Carbon Accounting Financials 	Barclays has been a member of PCAF since 2020. During 2022, Barclays co-chaired a Capital Markets Working Group of eight global banks that have developed a proposed methodology to account for the emissions associated with capital markets transactions
	PRA/FCA Climate Financial Risk Forum 	The CFRF brings together UK regulators and senior financial sector representatives to share their experiences in managing climate-related risks and opportunities. During 2022, Barclays chaired the Transition to Net Zero Working Group
	RMI's Center for Climate Aligned Finance (CCAF) 	In September 2022, Barclays became a Strategic Partner of RMI's CCAF. The Center acts as an implementation partner to banks seeking to align their investments with a net zero future
	Sustainable Markets Initiative (SMI) 	Barclays is a member of the SMI's Financial Services Taskforce (FSTF). The SMI was launched in 2020 by His Majesty King Charles III when in role as The Prince of Wales
	World Business Council for Sustainable Development 	In 2021, Barclays became a member of the Banking for Impact on Climate in Agriculture (B4ICA) initiative which brings together banks to develop technical data-solutions to support themselves and their clients to align their financial portfolios in the food, agriculture, and land use space towards net zero and Paris Agreement goals. In 2022, Barclays contributed to a publication 'An Introductory Guide for Net-Zero Target Setting for Farm-Based Agricultural Emissions' published in December

Barclays engages extensively in cross-industry initiatives (2/2)

Theme	Industry collaboration	Barclays' involvement/additional information
Multi-thematic	<p>Ceres</p> 	<p>Barclays has been an active member of Ceres since 2019, participating in various working groups across environmental and climate justice, climate-related disclosures, policy engagement and biodiversity. In 2022, we partnered with Ceres to integrate a US perspective on Just Transition, conducting research to organise a stakeholder dialogue on the topic and spoke at their Financing a Net Zero Economy conference during New York Climate week on a Just Transition panel</p>
	<p>United Nations Environment Programme – Finance Initiative (UNEP FI)</p> 	<p>Barclays has been a member of UNEP FI for more than 20 years and was a founding signatory of the Principles for Responsible Banking (PRB) and joined the NZBA in 2021. From 2021, Barclays' Group Head of Sustainability has sat on the Western Europe Banking Board and our CEO joined the Leadership Council in 2022</p>
	<p>Cambridge Institute of Sustainability Leadership's (CISL) Banking Environment Initiative (BEI)</p> 	<p>Barclays is a founding member of the BEI, a group of global banks working on actionable pathways towards a sustainable economy, convened by the CISL. In 2022, Barclays engaged with member banks on the topics of Just Transition and nature</p>
Just Transition	<p>LSE/ Grantham Institute</p> 	<p>In 2021, Barclays joined over 40 financial institutions and stakeholders to form the Financing a Just Transition Alliance. In 2022 Barclays contributed to the report 'Making Transition Plans Just'</p>
Nature and biodiversity	<p>Taskforce on Nature-related Financial Disclosures (TNFD) Forum</p> 	<p>Barclays is a member of the TNFD Forum, which is a consultative network of institutional supporters who share the vision and mission of the TNFD. In 2022, we participated in a pilot led by UNEP FI to test the draft TNFD framework</p>

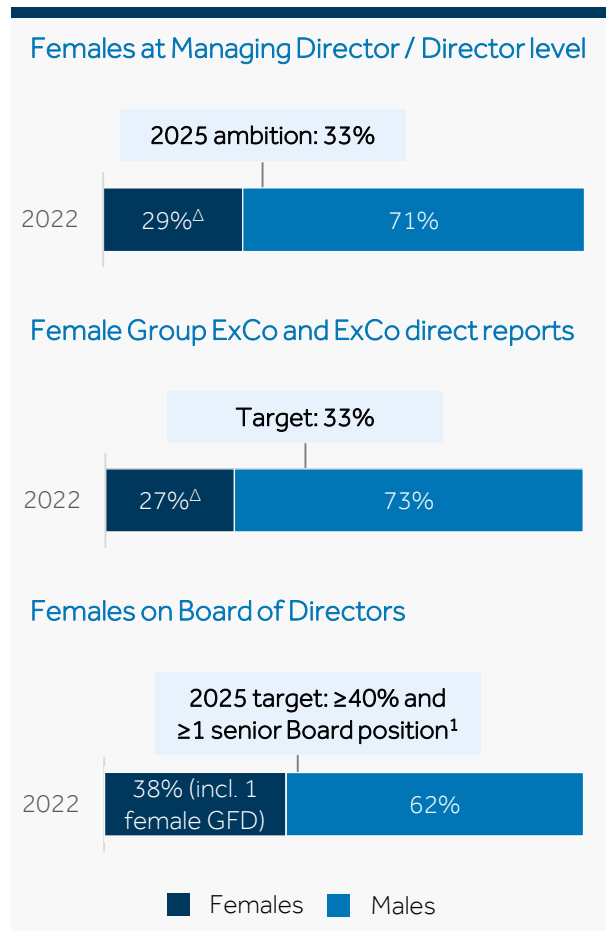


Social

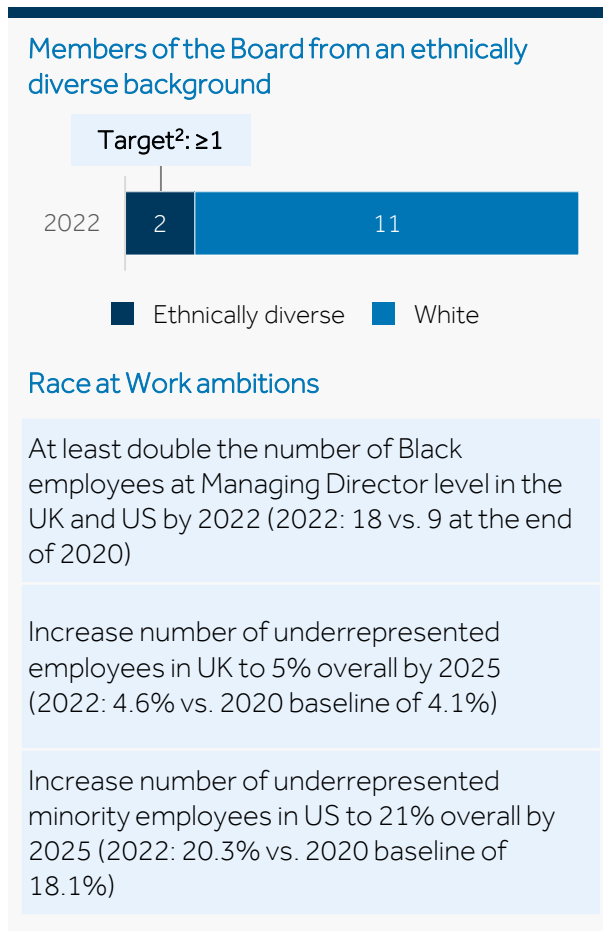


We are making progress against our DEI ambitions

Gender



Ethnicity



2022 key highlights

- Increased our female representation at D/MD grades to 29%^Δ (2021: 28%)
- Achieved our ambition to double the number of Black MDs in the US and UK to 18 by the end of 2022
- Launched partnerships with historically Black Colleges and Universities and Hispanic-Serving Institutions in the US

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ As set out in the updated Board Diversity Policy adopted on 15 December 2022. Refer to pages 161-162 of Barclays PLC 2022 Annual Report for further details | ² Aligned with the Parker Review on the ethnic diversity of UK Boards |

Executing our DEI strategy against five DEI priorities, through the lens of six core agendas

		DEI agendas					
		Disability	Gender	LGBT+	Multicultural	Multigenerational	Socio-economic
DEI priorities	Workforce diversity	<ul style="list-style-type: none"> Barclays Military and Veterans Outreach programme – supported 45 active duty service members into permanent roles at Barclays Partnership with the Thurgood Marshall College Fund¹ to increase the diversity of our talent pipelines in the US Participation in the Grace Hopper Celebration in the US – >400 full-time job offers extended to women and non-binary technologists Black Professionals Resource Group created Ascent, a development programme to support the progression of Black colleagues 					
	Inclusive and equitable culture	<ul style="list-style-type: none"> Colleagues now able to display their personal pronouns and phonetic spelling/audio recording of their name in internal phonebook UK branch colleagues can now add their pronouns, markers indicating health conditions and flags denoting spoken languages to their name badges Made enhancements to our provision of workplace adjustments for colleagues with disabilities and health conditions 					
	Leadership accountability	<ul style="list-style-type: none"> Accountable Executives from the Group ExCo appointed to champion DEI across Barclays Hosted second annual Inclusion Summit to engage and mobilise senior leaders in respect of the DEI strategy, reaching >1,000 Barclays leaders and ERG² representatives Colleagues continue to be assessed against a mandatory inclusion performance objective as part of their performance review 					
	Data transparency and accountability	<ul style="list-style-type: none"> Held another 'Count Me In' campaign, inviting colleagues in the UK and US to review and share their personal details on HR systems in line with local privacy laws Began producing an enhanced monthly management pack for senior leaders, providing a detailed breakdown of progress against our Race at Work and gender ambitions 					
	Optimisation of external relationships	<ul style="list-style-type: none"> Disability resources and support: Business Disability Forum, Disability Confident and Disability:IN LGBT+ and Gender inclusivity feedback: Stonewall, Pride Circle, and Working Mother Media Platforms to connect with Multicultural talent: COQUAL, Thurgood Marshall Fund, National Urban League, amongst others Multigenerational and socio-economic support: Working Families, Carers UK, and the UK Socioeconomic Taskforce 					

¹ Represents a network of 47 Historically Black Colleges and Universities and predominantly Black Institutions in the US | ² Employee Resource Groups |

Investing in our colleagues, strengthening our business and culture

Attracting talent

- Doubled the number of recruiters to support our businesses
- Launched the Onboarding app, giving new joiners and their people leaders access to information required prior to joining Barclays

#1
ranked in the LinkedIn
Top Companies UK 2022 list

2,471
Graduates, Interns and Apprentices hired in
2022 (2021: 2,039)

43%
Role vacancies filled internally¹
(2021: 39%)

Developing our colleagues

- Continued investment in our flagship leadership development programmes: The Enterprise Leaders Summit, Strategic Leaders Programme, and Aspire
- Wide range of development opportunities delivered through our digital learning platform, Learning Lab
- Launched new Scholar programme for Graduates, providing support, development and training in either technical skill sets or leadership pathways

1,035
colleagues enrolled in flagship leadership
development programmes

17
Training hours on average
per annum per employee
(2021: 15)

45%
Female promotion rate
(2021: 47%)

Listening to our colleagues

- Used our all-colleague Your View and pulse surveys to capture insights which help us better understand our culture and improve colleague experience
- CEO held >50 engagement sessions with colleagues
- Updated policies on Working Flexibly, taking into account our colleagues' needs, and requirements of each role

86%
Wellbeing index
(2021: 84%)

82%
Inclusion index
(2021: 79%)

85%
of colleagues "would recommend Barclays
to people they know as a great place to work"
(2021: 82%)

¹ Total number of vacancies filled by internal candidates |

Supporting our customers and clients

Retail

10.5m

Barclays UK mobile active customers

- Basic current account – access to basic banking services for everyone
 - >660,000 accounts open as of December 2022
- Mortgages – helped c.40,000 first-time buyers get onto the property ladder in 2022
- Building out Barclays Local: in-person banking support in >200 locations through flexible banking pop-ups in addition to our mobile van network
- Launched new Cashback without Purchase programme to give customers access to cash in communities without a branch or cashpoint

Cost of living support

>13.5m

customers reached out to proactively in 2022 with targeted emails

- Developed a Financial Wellbeing Scale to provide in-depth data analysis, monitored across BUK customer base for signs of potential financial difficulty
- Launched Rainy Day Saver account to encourage healthy saving habits
- Expanded our Money Management and Money Worries hub to provide customers with guidance on adapting to financial challenges
- Launched nationwide campaign on cost of living in November 2022, providing practical support and tips for customers on navigating the challenging financial environment

SMEs

>600

“Business Health Pledge Masterclasses” delivered, discussing with small businesses about the issues impacting them

- Met US Community Reinvestment Act goals for 2022 by supporting and investing in local CDFIs¹, small-medium businesses and non-profits
- Tripled the size of our specialist support teams in 2022 to aid businesses showing signs of financial distress
- Made a contribution of £250k to Business Debtline to enable them to digitise their free debt advice services and broaden their impact

Cyber and digital trust

Proud initial signatory

of the Contingent Reimbursement Model Code²

- Continued to invest in multi-layered security systems such as App ID, allowing Barclays colleagues to verify to customers that they are a legitimate caller
- Founding members of Stop Scams UK – a cross industry group aimed at making it harder for scammers to operate
- Launched new Fraud and Scams hub on our website to educate the public on how to keep themselves safe
- Launched Authorised Users – creates the ability for customers to add someone they trust to their Barclays Current Account

¹ Community Development Financial Institutions | ² Setting out increased consumer protection standards |

Supporting our communities

Building digital skills

>20,000 participants
across our digital upskill events in 2022

- Code Playground – provided >437,000 children a start in coding
- Digital Wings – free online learning platform for digital education with >132,000 registered users and >50 hours of learning content
- Digital Eagles – passionate colleagues, helping everyone get the most out of digital
- Digital Champions – programmes supporting individuals to help in their organisations or community bridge the digital divide
- Digital upskill – online videos and sessions to boost digital confidence

Supporting those in need

£44.7m³
invested in our communities in 2022

- Donated £1m to British Red Cross to provide vital humanitarian assistance and on-the-ground support for those impacted by the conflict in Ukraine
- Launched partnership with Trussell Trust to help UK households with rising cost of living – unlocked >£2.3m since Apr-22 for those struggling
- With Barclays matching, colleagues raised £9.3m for >1,800 charities in 2022
- Supported 11,900 colleagues to donate via our UK Payroll Giving programme – matched >£0.7m in 2022

Skills and employability

18.1m^Δ people
reached through Barclays' LifeSkills since 2013

- Through LifeSkills, we are helping people to develop the skills, confidence, and connections they need to succeed at work and manage their money
 - 12.6 million¹ people upskilled since 2018 vs. a target of 10m by 2022
 - 270,600 people placed into work since 2019 vs. a target of 250,000 by 2022²
 - 95% of 2022 participants reported an improvement in confidence and motivation, and 92% reported an improvement in knowledge and skills














Supporting women's and girls' football

Launched Barclays Community Football Fund (BCFF) in 2022
with a target to support 5,500 community groups across the UK by 2025

- Remain committed to the Barclays Girls' Football School Partnerships, launched in 2019:
 - c.3,000 schools joined the scheme in 2022, taking the total to c.16,000 with a target of 20,000 schools to join by 2024
- Supported >2,000 organisations in 2022 through BCFF, engaging >268,000 young people in inclusive football activities

^Δ 2022 data re-produced from the Barclays PLC Annual Report where selected ESG metrics marked with the symbol Δ were subject to KPMG Independent Limited Assurance under ISAE(UK)3000 and ISAE3410. Refer to the ESG Resource Hub for further details: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Includes a subset of the 18.1m people reached through LifeSkills since 2013 | ² 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 | ³ Includes charitable giving, management costs, and monetised work hours of Barclays colleagues working in partnership with respected NGOs, charities and social enterprises |

Supporting the early-stage and entrepreneurial ecosystems

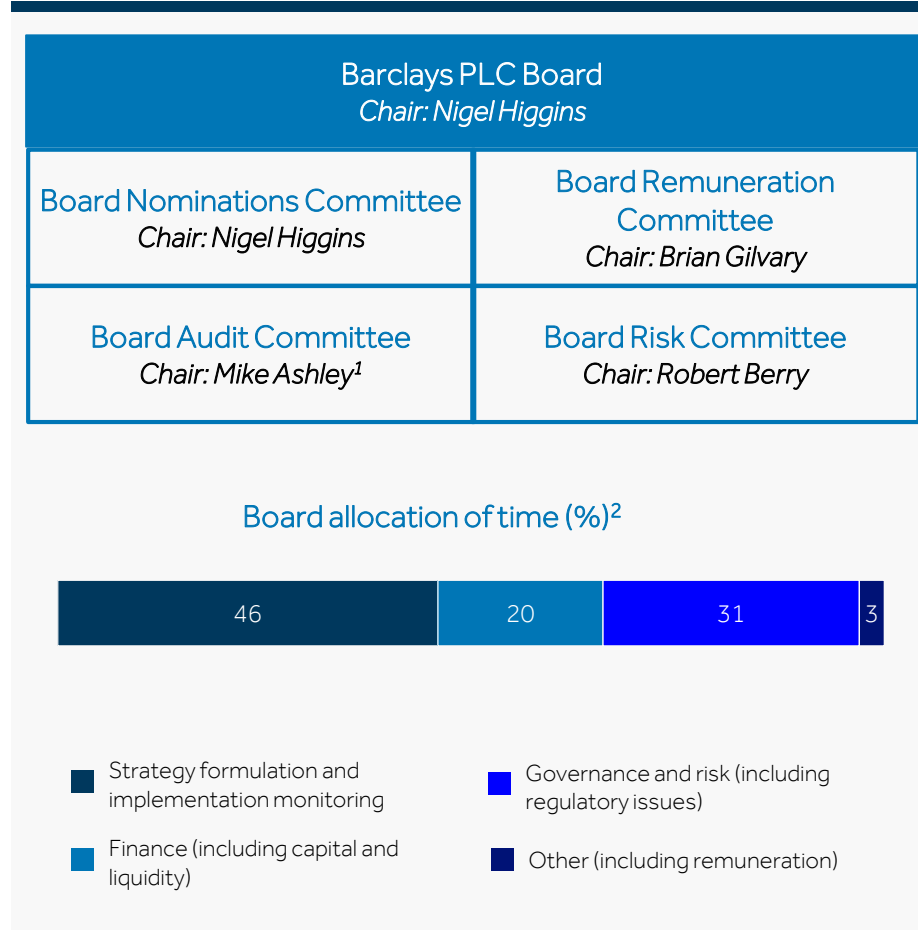
Programme	Description	Mission	Scale/Goal
 Created by 	<ul style="list-style-type: none"> FinTech workspaces in London and New York Global virtual community providing access to mentoring, thought leadership and growth opportunities 	<ul style="list-style-type: none"> To connect technology, talent and trends across the Rise ecosystem to accelerate innovation and growth 	<ul style="list-style-type: none"> Home to > 120 FinTechs Rise members raised >\$ 860m venture funding in 2022
 Created by  Start-Up Academy	<ul style="list-style-type: none"> 20 week digital first programme to empower founders who are rethinking the traditional approach to Finance 	<ul style="list-style-type: none"> To create future FinTechs, supporting emerging founders to transition their idea into Minimum Viable Product (MVP) 	<ul style="list-style-type: none"> To have 750 founders supported by 2025
 Created by  Growth Academy	<ul style="list-style-type: none"> 10 week digital first programme for high growth FinTech founders 	<ul style="list-style-type: none"> To scale strategically relevant FinTechs and transition their founders into CEOs 	<ul style="list-style-type: none"> To have 50 FinTechs supported by 2025
FinTech Venture Studio 	<ul style="list-style-type: none"> Programme to identify strategic opportunities across the bank, design and deliver pilots to ensure the success of our scaled partnerships 	<ul style="list-style-type: none"> Transform finance for Barclays teams and clients through effective FinTech partnerships and co-creation 	<ul style="list-style-type: none"> Launch 6 new ventures by 2027
	<ul style="list-style-type: none"> Network of co-working spaces, growth programmes, mentors and industry experts for high-growth tech start-ups 	<ul style="list-style-type: none"> To interconnect the UK entrepreneurial ecosystem to help connect, innovate and grow 	<ul style="list-style-type: none"> Supported 9,600 businesses in 2022 Committing up to £2.5m investment from 2023 in Carbon13 partnership
  Barclays Black Founders' Accelerator	<ul style="list-style-type: none"> Programme designed to champion diversity in entrepreneurship and showcase Black Founder-led businesses 	<ul style="list-style-type: none"> To help ambitious UK-based businesses with tech or digital bias, traction beyond MVP and one or more Black Founders 	<ul style="list-style-type: none"> 3 cohorts to date, 115 businesses supported
  Barclays Female Founders' Accelerator	<ul style="list-style-type: none"> Programme of masterclasses designed to help women drive growth and achieve funding 	<ul style="list-style-type: none"> To bring more women into entrepreneurship and level the playing field 	<ul style="list-style-type: none"> To support 40 innovative female-led technology businesses; >120 applications received to date
Female Innovators Lab Fund	<ul style="list-style-type: none"> A US, UK and Europe based studio, with investment capital dedicated to cultivating entrepreneurial talent in women 	<ul style="list-style-type: none"> To continue to bring women into entrepreneurship and close the fundraising gender gap 	<ul style="list-style-type: none"> \$30m of capital allocated \$10m invested in 10 portfolio companies to date
unreasonable impact Created with 	<ul style="list-style-type: none"> Global partnership supporting growth-stage entrepreneurs solving pressing social and environmental challenges 	<ul style="list-style-type: none"> To actively scale businesses solving pressing global challenges while creating the jobs of tomorrow 	<ul style="list-style-type: none"> To support 250 businesses by 2022 Reached 269 companies to date



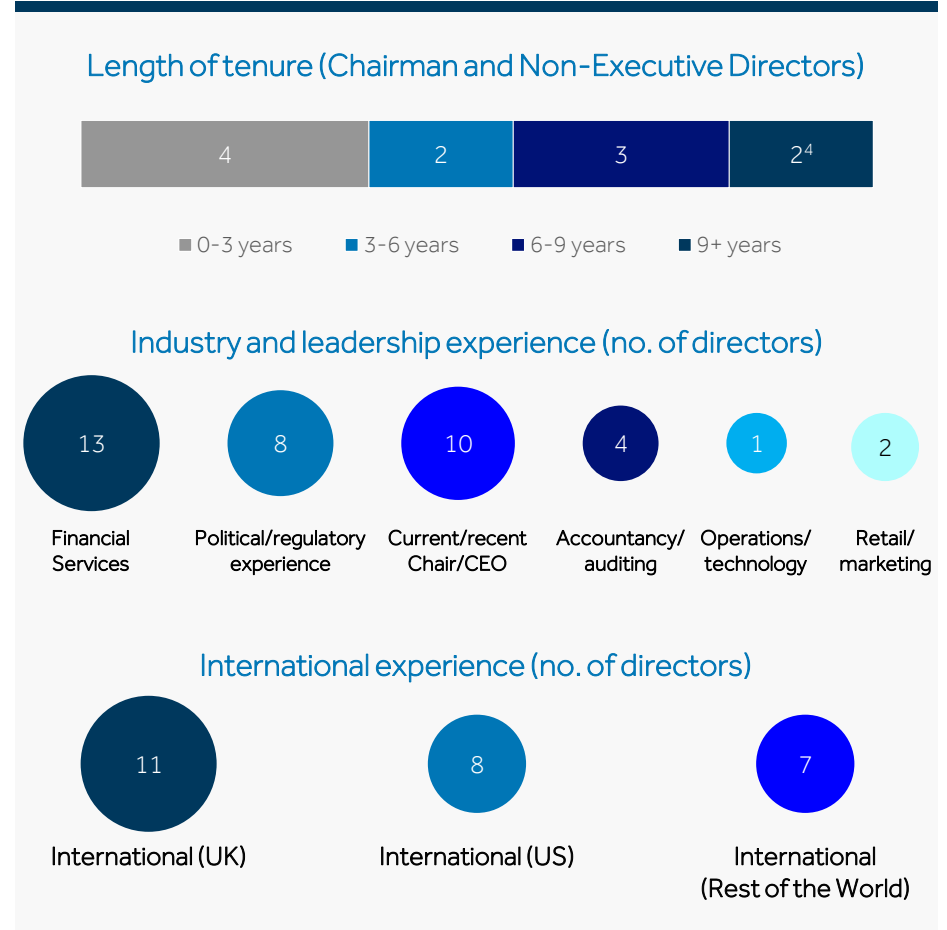
Governance

Strong Board Governance

Board Governance Framework



Board Experience³



¹ Julia Wilson will take over as Chair of the Board Audit Committee with effect from 1 April 2023, subject to regulatory approval | ² For the year ended 31 December 2022 | ³ Per the Board composition as at 31 December 2022 | ⁴ Please refer to page 166 of the Barclays PLC Annual Report 2022 in relation to the tenure and continued independence of Tim Breedon and Mike Ashley, who have served on the Board for more than nine years |

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

Board	Barclays PLC Board The Barclays PLC Board sets the strategy for the group					
	Board Risk Committee		Board Audit Committee		Board Remuneration Committee	
Executive management committees and forums	Group Executive Committee (ExCo)					
	Group Reputational Risk Committee	Group Risk Committee	Accountable Function's Chief Operating Office ExCo	Climate Transaction Review Committee		Disclosure Committee
		Climate Risk & Controls Forum	Climate Risk Committee	Operational Sustainability Steering Committee	Climate Portfolio Governance Board	Legal & Technical Committee
Senior management	Group Chief Compliance Officer	Group Chief Risk Officer	Group Chief Operating Officer	CEOs – Corporate & Investment Bank (CIB) and Barclays UK (BUK)	Group Head of PPCR	Group Finance Director
		Group Head of Climate Risk	BX Risk and Finance Chief Operating Officer	Heads of Sustainable Finance – CIB and BUK	Group Head of Sustainability	Group Head of Finance – Sustainability and ESG
Forums / Other	Business/Legal Entity Committees and Forums					
	Climate and Sustainable Finance Council			Principal Investments Equity Committee		

Remuneration for our Executive Directors is linked to non-financial elements including climate and sustainability measures

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 colleagues

To promote respect, diversity and performance in the workplace

- Take responsibility for success and failure
- Respect and value people from all backgrounds
- Challenge and escalate issues of concern fairly and clearly
- Recognise and celebrate colleagues' achievements

Towards customers/clients

To deliver excellent service

- 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

Towards society

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

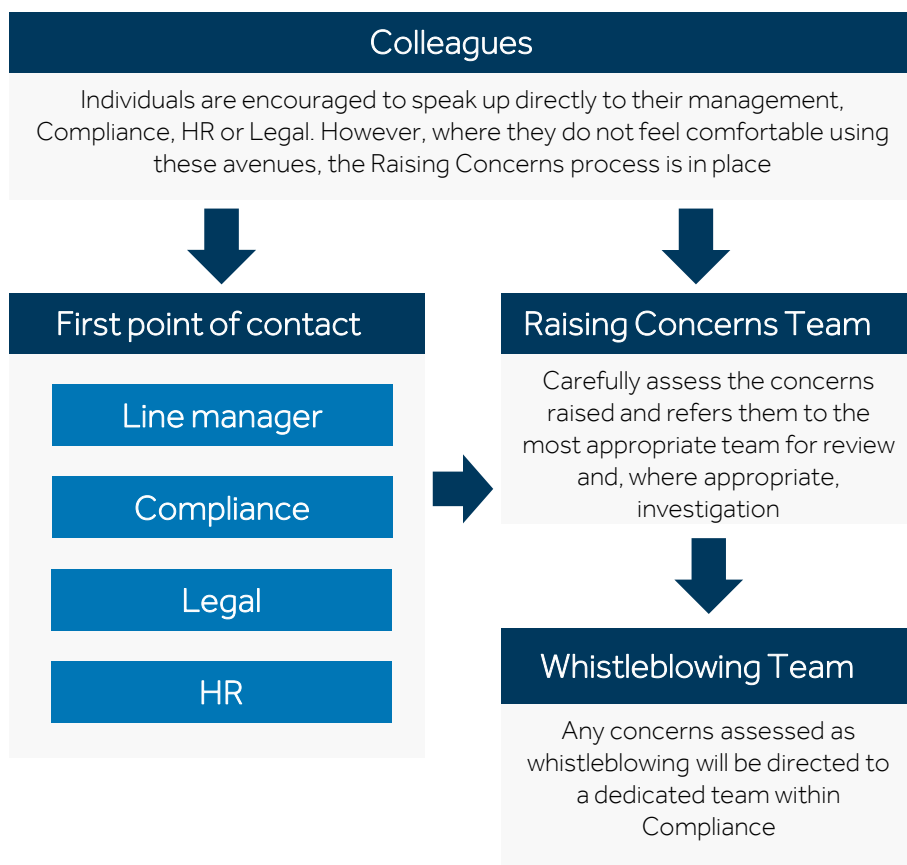
Managing risk

Maintaining strong governance, robust controls and high ethical standards

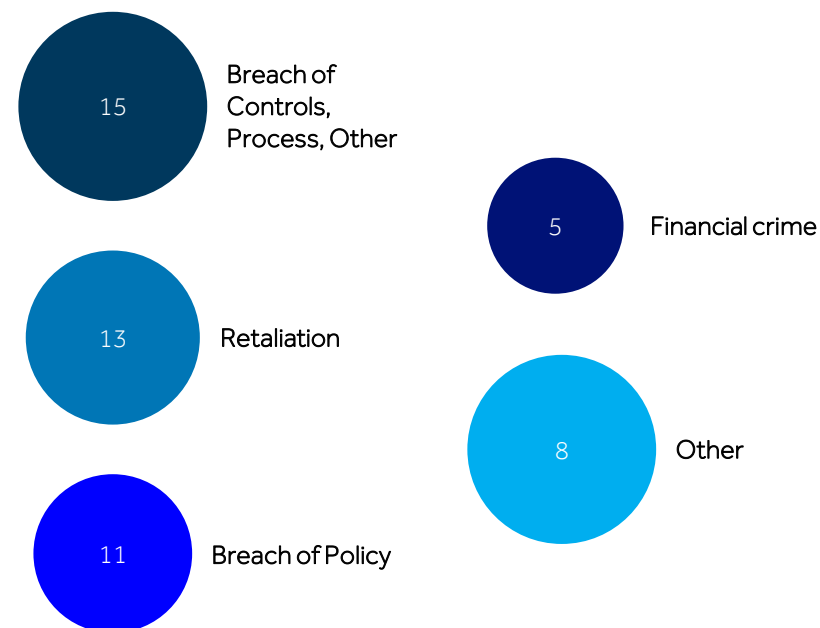
- Practice responsible risk management and due diligence
- Ensure colleagues understand role-specific controls and governance
- Protect and enhance our reputation
- Apply high standards of professional and ethical conduct at all times

We continue to foster a culture where our colleagues feel safe to speak up

Colleagues are encouraged to speak up about actions and behaviours that have no place in the organisation. Board Level "Whistleblowers' Champions"¹ are responsible for ensuring and overseeing the integrity, independence and effectiveness of our whistleblowing programme



Whistleblowing cases opened in 2022: 52



- In 2022, the whistleblowing team opened a total of 52 whistleblowing concerns (2021: 134)
- 72 whistleblowing matters were closed in 2022 (2021: 205), of which 15% (2021: 19%) were found to have some level of substantiation. None of the Retaliation concerns closed in 2022 were substantiated

¹ Chair of the Group Board Audit Committee and Chair of the BUK Board Audit Committee |

Barclays invests in maturing its resilience and cyber capability to respond to threats which may impact our customers, clients and market stability

Robust processes in place with strong foundations



Established intelligence-led impact triage process and daily monitoring of operations to enable prioritisation and manage new threats



Digital Economic Crime upstream detection and disruption to protect customers from scams using advanced campaign analytics, industry and law enforcement engagement



Enhanced resilience framework focuses on critical services and ability to recover from harm for our customers



Regular collaboration and alignment with peer financials across UK/US/Global sectors



Regular benchmarking with regulators and peers to identify and adopt best practice



Regular validation of our Group and Business crisis management, recovery and response protocols

Enhanced cyber response to protect against attacks



Joint Operations Central Horizon Scanning & All Impacts Triage



Supplier & Third Party rapid communication, engagement & response



Focus on emerging threats from shifting global geopolitics



Prioritise technology vulnerability patching & model adversary tactics, techniques & procedures



Sector and Government information sharing. Global Cyber Security agency focus & following US CISA¹ guidance

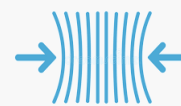


Identify and plan for plausible cyber conflict scenarios

Leverage our resilience capabilities to respond appropriately to heightened threats and that products are built resiliently



Test our most critical services against plausible events which may cause customer harm, impact Barclays' safety and soundness and disrupt financial market stability



Resilience requirements are embedded into Barclays' change processes so that products for our most critical services are built resiliently for our customers

¹ Cybersecurity and Infrastructure Security Agency |

For further information:

2023 ESG Resource Directory: <https://home.barclays/sustainability/esg-resource-hub/>

Annual Report	ESG-related reporting	ESG data resources	Other ESG resources	Statements and policy positions	Indices
Taskforce on Climate-related Financial Disclosures (TCFD)	Principles for Responsible Banking (PRB)	ESG (non-financial) Data Centre	ESG Investor presentations	Various - See website	Sustainability Accounting Standards Board (SASB)
ESG-related disclosures	Fair Pay report		Limited Independent Assurance statement		Global Reporting Index (GRI)
	UK Pay Gaps report		Barclays' Sustainable Finance Framework		
	Board Diversity Policy		BlueTrack Whitepaper		
	Diversity, Equity and Inclusion report		Corporate Transition Forecast Model		
	(Tax) Country Snapshot report				

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Important information

Disclaimers

In preparing this FY 2022 ESG Investor Presentation and the climate and sustainability content within the Barclays PLC Annual Report, we have:

- 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
- 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 subject to future risks and uncertainties and may change over time. They 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 or challenges in accessing data on a timely basis
- continued (and will continue) to review and develop our approach to data, models and methodologies in line with market principles and standards as this subject area matures. 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 the climate and sustainability content within this presentation and the Barclays PLC Annual Report. Further development of accounting and/or reporting standards could impact (potentially materially) the performance metrics, data points and targets contained in this presentation and the Barclays PLC Annual Report. In future reports 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 or recalibrated performance against targets on the basis of updated data. Such re-presented, updated or recalibrated information may result in different outcomes than those included in this presentation and the Barclays PLC Annual Report. It is important for readers and users of this report 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. Where information is re-presented, recalibrated or updated from time to time, our principles based approach to reporting financed emissions data (see page 87) sets out when information in respect of a prior year will be identified and explained
- appointed KPMG LLP to perform limited independent assurance over selected ESG content, which have been marked with the symbol Δ . 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 and is available at the website link (home.barclays/sustainability/esp-resource-hub/reporting-and-disclosures/). This includes details of the scope, reporting criteria, respective responsibilities, work performed, limitations and conclusion. No other information in this presentation has been subject to this external limited assurance

Information provided in climate and sustainability disclosures

What is important to our investors and stakeholders evolves over time and we aim to anticipate and respond to these changes. Disclosure expectations in relation to climate change and sustainability matters are particularly fast moving and differ in some ways from more traditional areas of reporting in the level of detail and forward-looking nature of the information involved and the consideration of impacts on the environment and other persons. We have adapted our approach in relation to disclosure of such matters. Our disclosures take into account the wider context relevant to these topics, including evolving stakeholder views, and longer time-frames for assessing potential risks and impacts having regard to international long-term climate and nature-based policy goals. Our climate and sustainability-related disclosures are subject to more uncertainty than disclosures relating to other subjects given market challenges in relation to data reliability, consistency and timeliness, and in relation to the use of estimates and assumptions and the application and development of methodologies. These factors mean disclosures may be amended, updated, and recalculated in future as market practice and data quality and availability develops.

Forward-looking Statements

This document contains certain forward-looking statements within the meaning of Section 21E of the US Securities Exchange Act of 1934, as amended, and Section 27A of the US Securities Act of 1933, as amended, with respect to the Group. Barclays cautions readers that no forward-looking statement is a guarantee of future performance and that actual results or other financial condition or performance measures could differ materially from those contained in the forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. Forward-looking statements sometimes use words such as 'may', 'will', 'seek', 'continue', 'aim', 'anticipate', 'target', 'projected', 'expect', 'estimate', 'intend', 'plan', 'goal', 'believe', 'achieve' or other words of similar meaning. Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Group (including during management presentations) in connection with this document. Examples of forward-looking statements include, among others, statements or guidance regarding or relating to the Group's future financial position, income levels, costs, assets and liabilities, impairment charges, provisions, capital, leverage and other regulatory ratios, capital distributions (including dividend policy and share buybacks), return on tangible equity, projected levels of growth in banking and financial markets, industry trends, any commitments and targets (including environmental, social and governance (ESG) commitments and targets), business strategy, plans and objectives for future operations and other statements that are not historical or current facts. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances. Forward-looking statements speak only as at the date on which they are made. Forward-looking statements may be affected by a number of factors, including, without limitation: changes in legislation, regulation and the interpretation thereof, changes in IFRS and other accounting standards, including practices with regard to the interpretation and application thereof and emerging and developing ESG reporting standards; the outcome of current and future legal proceedings and regulatory investigations; the policies and actions of governmental and regulatory authorities; the Group's ability along with governments and other stakeholders to measure, manage and mitigate the impacts of climate change effectively; environmental, social and geopolitical risks and incidents and similar events beyond the Group's control; the impact of competition; capital, leverage and other regulatory rules applicable to past, current and future periods; UK, US, Eurozone and global macroeconomic and business conditions, including inflation; volatility in credit and capital markets; market related risks such as changes in interest rates and foreign exchange rates; higher or lower asset valuations; changes in credit ratings of any entity within the Group or any securities issued by it; changes in counterparty risk; changes in consumer behaviour; the direct and indirect consequences of the conflict in Ukraine on European and global macroeconomic conditions, political stability and financial markets; direct and indirect impacts of the coronavirus (COVID-19) pandemic; instability as a result of the UK's exit from the European Union (EU), the effects of the EU-UK Trade and Cooperation Agreement and any disruption that may subsequently result in the UK and globally; the risk of cyber-attacks, information or security breaches or technology failures on the Group's reputation, business or operations; the Group's ability to access funding; and the success of acquisitions, disposals and other strategic transactions. A number of these factors are beyond the Group's control. As a result, the Group's actual financial position, results, financial and non-financial metrics or performance measures or its ability to meet commitments and targets may differ materially from the statements or guidance set forth in the Group's forward-looking statements. Additional risks and factors which may impact the Group's future financial condition and performance are identified in the description of material existing and emerging risks from page 208 of the Barclays PLC 2022 Annual Report.

Subject to Barclays PLC's obligations under the applicable laws and regulations of any relevant jurisdiction (including, without limitation, the UK and the US) in relation to disclosure and ongoing information, we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise.