



# H1 2023 ESG Investor Presentation

27 July 2023





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See slide 46 for where to find further information on ESG at Barclays



# Our strategy and ESG progress

# Our Purpose and Values influence our strategy to drive positive impacts

## Our Purpose

We deploy finance responsibly to support people and businesses, acting with empathy and integrity, championing innovation and sustainability, for the common good and the long term



## Our Values

Respect  
Integrity  
Service  
Excellence  
Stewardship

## Our diversification

Universal banking model enables us to create synergies across the organisation and deliver long-term value

## Our strategic priorities



Reflect some of the long-term changes taking place in financial services

## Creating positive outcomes for our:

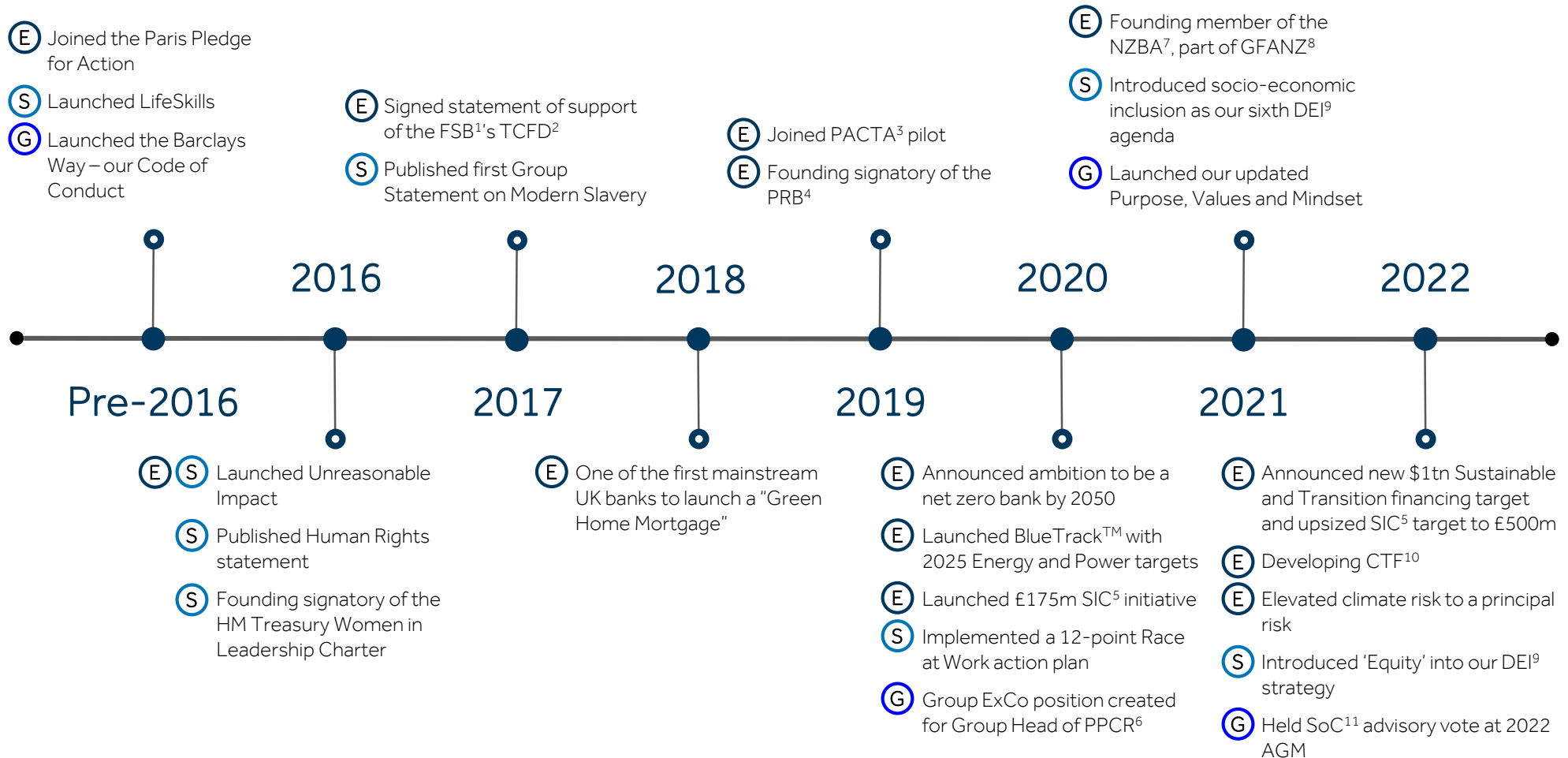
Customers and clients

Colleagues

Society

Investors

## ESG milestones reflect our commitment to our Purpose...



<sup>1</sup> Financial Stability Board | <sup>2</sup> Taskforce on Climate-related Financial Disclosures | <sup>3</sup> Paris Agreement Capital Transition Assessment | <sup>4</sup> Principles for Responsible Banking | <sup>5</sup> Sustainable Impact Capital | <sup>6</sup> Public Policy & Corporate Responsibility | <sup>7</sup> Net-Zero Banking Alliance | <sup>8</sup> Glasgow Financial Alliance for Net Zero | <sup>9</sup> Diversity, Equity and Inclusion | <sup>10</sup> Client Transition Framework | <sup>11</sup> Say on Climate |

## ...which continues to underpin our actions in H123



### Environment

- Updated our Forestry and Agricultural Commodities Statement in Q223, with enhanced requirements for forestry, palm oil and soy and the inclusion of South American beef
- Extended Greener Home Reward pilot registrations until January 2024 and announced strategic partnership with British Gas to help customers explore ways to make their homes more energy efficient



### Social




- Set ambition in January to increase the number of MDs from underrepresented ethnicities by  $\geq 50\%$  by end 2025
- Extended Unreasonable Impact partnership to support a further 200 social and environmental impact ventures by end 2027
- Committed to upskill a further 7.5m participants and place 250,000 people into work by end 2027



### Governance

- Established a Board Sustainability Committee, chaired by Group Chairman
- Established a Group Sustainability Committee, chaired by Group Head of Public Policy & Corporate Responsibility

## Our progress in H123 against key metrics and targets

	Metric	Target(s) as at H123	FY22 performance	H123 performance
 Environment	GHG emissions Scope 1 and 2 (market- based) reduction against 2018 baseline	-90% (2025)	-91% <sup>Δ,1,2</sup>	-93% <sup>1,3</sup>
	Source 100% renewable electricity for our global real estate portfolio	100% (2025)	100% <sup>Δ</sup>	100%
	Sustainable and Transition financing facilitated	\$1trn (2023 – 2030)	n/a	\$32.1bn <sup>4,5</sup>
	Green financing facilitated	£100bn (2018 – 2030)	£87.8bn <sup>Δ,1,4</sup>	£99.0bn <sup>1,4</sup>
	Sustainable Impact Capital investments	£500m (2020 – 2027)	£89m <sup>1</sup>	£112m <sup>1</sup>
 Social	LifeSkills – Number of people upskilled	7.5m (2023 – 2027)	n/a	Not available
	LifeSkills – Number of people placed into work	250,000 (2023 – 2027)	n/a	Not available
 Governance	Females on the Board	(i) ≥40% (2025) and (ii) ≥1 senior Board position <sup>6</sup> (2025)	(i) 38% and (ii) GFD <sup>7</sup>	(i) 38% and (ii) GFD <sup>7</sup>

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) | <sup>1</sup> Cumulative change/figures | <sup>2</sup> Based on 12 months of consumption from 1 October 2021 to 30 September 2022 compared to 2018 baseline | <sup>3</sup> Based on 12 months of consumption from 1 April 2022 to 31 March 2023 compared to 2018 baseline | <sup>4</sup> H123 capital markets financing figures are based on Dealogic data as of 3 July 2023. As data on deals is confirmed throughout the year, these numbers may be subject to changes | <sup>5</sup> Progress reflects sustainable financing only | <sup>6</sup> 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 | <sup>7</sup> Group Finance Director |



# 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 emissions<sup>1</sup> consistent with a 1.5°C aligned pathway and to counterbalance any residual emissions

See slide 11

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 12-16

3

### Financing the transition

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

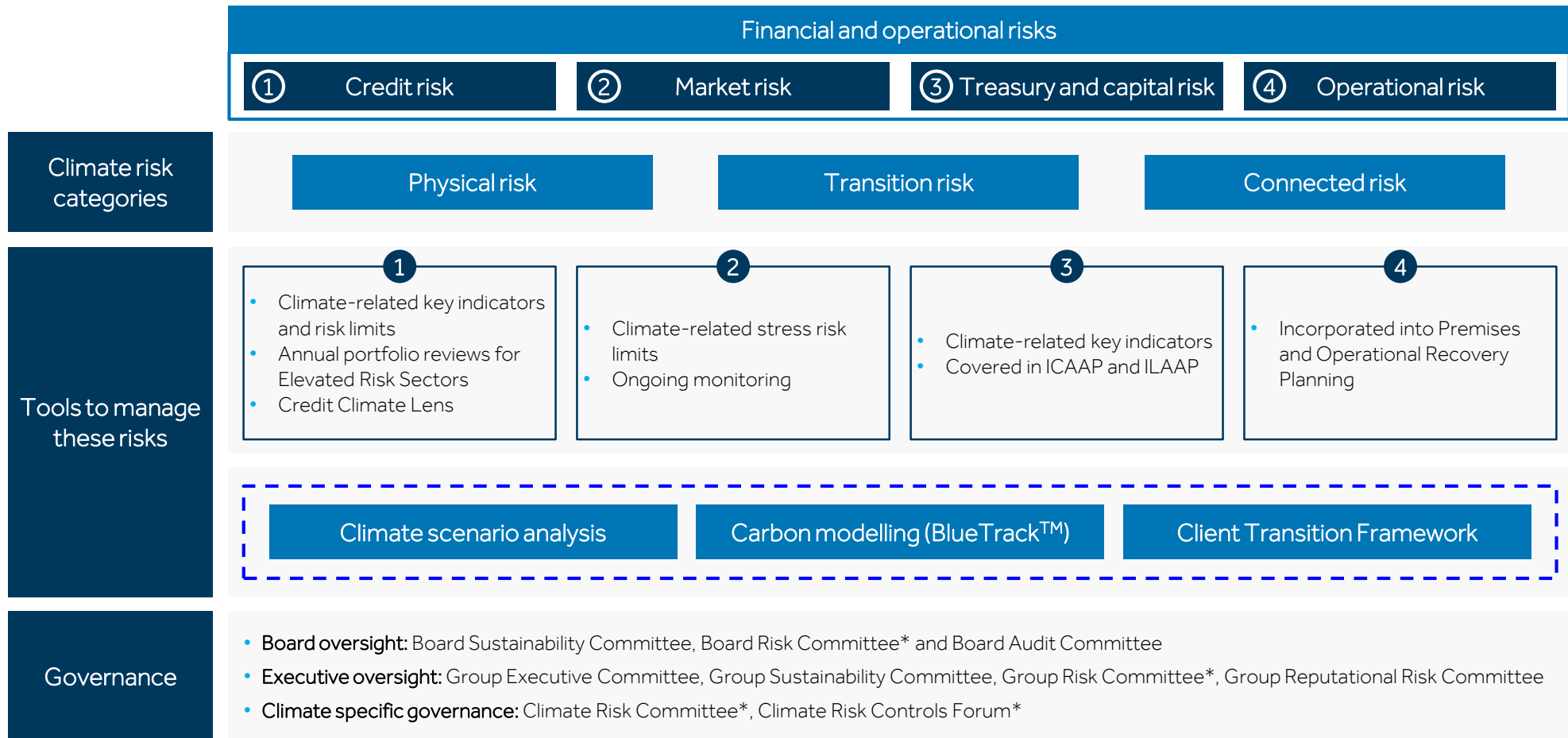
See slides 17-19

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

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

# Climate risk is integrated across Barclays

Climate change poses various risks for Barclays. We manage climate risks across Reputation, Conduct, Legal and Model risks through their respective Principal Risk Frameworks and the Climate Principal Risk covers the Financial and Operational risks arising from climate change

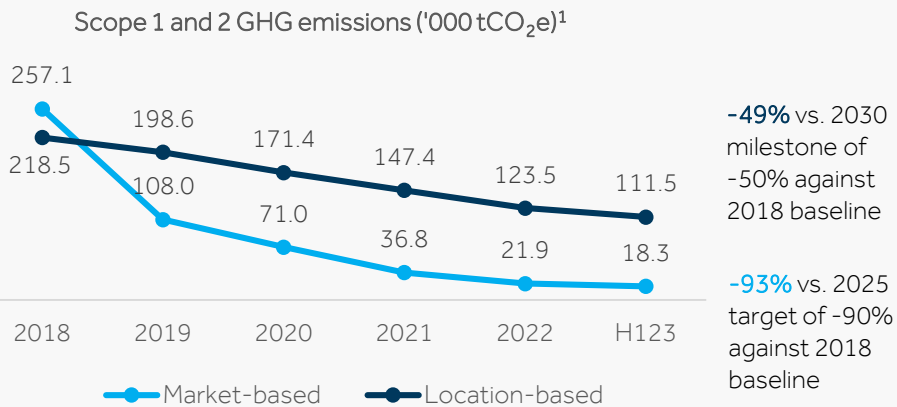


\* Denotes Risk governance forums |

# 1 Executing our net zero operations strategy

We will continue to decarbonise our operations to meet our net zero ambition

## Reducing our Scope 1 and 2 emissions



### 2022 highlights

- Sourced 100%<sup>Δ</sup> 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%<sup>2</sup> of suppliers<sup>3</sup> have science-based emissions reduction targets**  
vs. milestones of 70% by end 2025 and 90% by end 2030

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) | <sup>1</sup> FY reporting periods are from 1 October of prior year to 30 September of year in question. H123 data is based on 12 months of consumption from 1 April 2022 to 31 March 2023 | <sup>2</sup> Committed to or in place | <sup>3</sup> By Barclays' addressable spend |

## 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
- 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 <sup>1</sup>	Baseline year	Target vs. baseline	Cumulative change <sup>1</sup>	Absolute emissions (MtCO <sub>2</sub> e) <sup>1</sup>	Physical intensity <sup>1</sup>
Energy	Upstream Energy	1, 2 and 3	CO <sub>2</sub> and methane	IEA SDS IEA NZE2050	Absolute emissions	2020	-15% by end 2025 -40% by end 2030	-32%	51.7 <sup>Δ</sup>	59.6 gCO <sub>2</sub> e/MJ
Power	Power generators	1	CO <sub>2</sub>	IEA SDS IEA NZE2050	Physical intensity	2020	-30% by end 2025 -50% to -69% by end 2030	-9%	29.2	302 <sup>Δ</sup> kgCO <sub>2</sub> 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 <sup>Δ</sup> tCO <sub>2</sub> 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 <sup>Δ</sup> tCO <sub>2</sub> e/t
Automotive Manufacturing	Light Duty Vehicles manufacturers	1, 2 and 3	Scope 1 and 2: all GHGs, Scope 3: CO <sub>2</sub>	IEA NZE2050	Physical intensity	2022	-40% to -64% by end 2030	New sector	6.2	167.2 <sup>Δ</sup> gCO <sub>2</sub> e/km
Residential Real Estate	UK buy-to-let and owner occupied mortgages	1 and 2	CO <sub>2</sub> , methane and nitrous oxide	CCC BNZ	Physical intensity	2022	Convergence point vs. baseline -40% by end 2030	New sector	1.5	32.9 <sup>Δ</sup> kgCO <sub>2</sub> e/m <sup>2</sup>

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) <sup>1</sup> 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 Restrictive policies – thermal coal mining

Barclays' thermal coal mining policy at a glance

Current policies

- No project finance for greenfield development or material expansion<sup>1</sup> of thermal coal mines anywhere in the world
- No General Corporate Purposes (GCP) financing that is specified as being for new or material expansion<sup>1</sup> of thermal coal mining

- No financing<sup>2</sup> to new clients<sup>3</sup> engaged in<sup>4</sup> thermal coal mining
- No financing<sup>2</sup> to existing clients that generate >30% of revenues from thermal coal mining
- No GCP financing to clients with entities engaged in<sup>4</sup> opening new thermal coal mines or material expansion<sup>1</sup> of existing thermal coal mines<sup>5</sup>

2030

- Phase out financing<sup>2</sup> to all clients engaged in<sup>4</sup> thermal coal mining in the EU and OECD countries
- No financing<sup>2</sup> to clients that generate >10% of revenues from thermal coal mining in the rest of the world

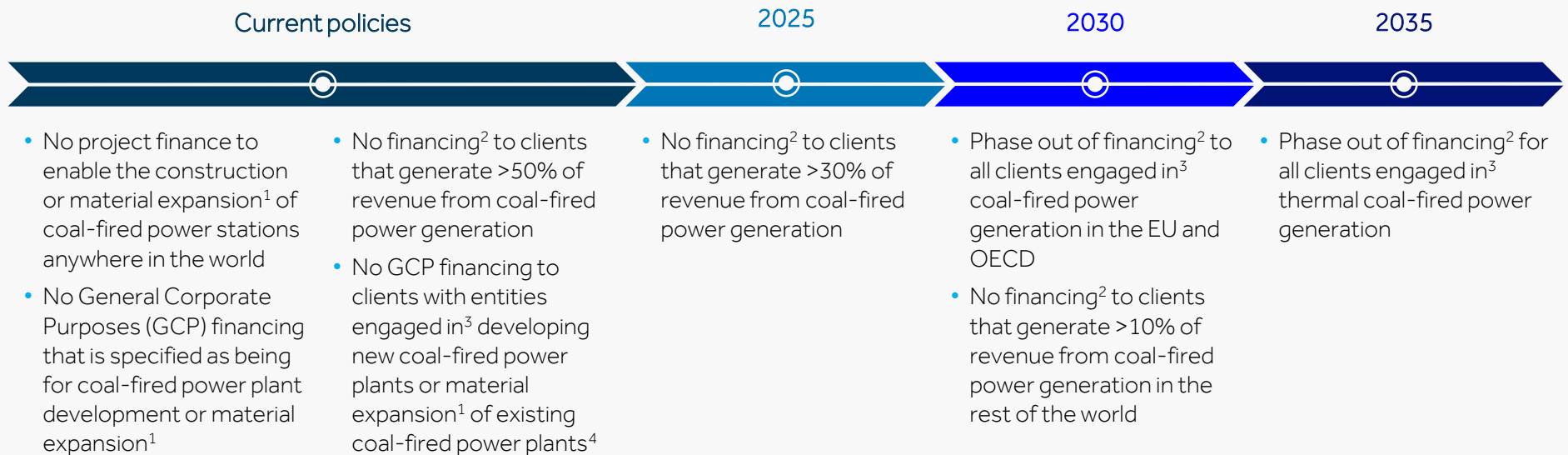
2035

- Phase out financing<sup>2</sup> to all clients engaged in<sup>4</sup> thermal coal mining

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 | <sup>1</sup> 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 | <sup>2</sup> Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | <sup>3</sup> Means no member of the group was a client of Barclays as at 1 April 2022 | <sup>4</sup> A client/entity is "engaged in" if it generates >5% of its revenue from the activity | <sup>5</sup> 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 | <sup>1</sup> 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 | <sup>2</sup> Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | <sup>3</sup> A client/entity is "engaged in" if it generates >5% of its revenue from the activity | <sup>4</sup> 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

- We will not provide financing<sup>1</sup>:
  - To oil sands exploration and production companies<sup>2</sup>; 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

### Arctic oil & gas

- No direct<sup>3</sup> financing of oil & gas projects in Arctic Circle
- No financing<sup>1</sup> to companies primarily engaged in oil & gas exploration and production operations in Arctic Circle
- No financing<sup>1</sup> 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

### Hydraulic fracturing (Fracking)

- No direct<sup>3</sup> financing of projects involving fracking in UK and Europe
- No financing<sup>1</sup> to companies primarily engaged in fracking activities in UK and Europe
- Enhanced Due Diligence (EDD) and additional requirements applied to any financing<sup>1</sup> for a company involved in fracking activities outside UK and Europe

### Mountain Top Removal (MTR) coal mining

- No direct<sup>3</sup> 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 | <sup>1</sup> Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | <sup>2</sup> 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 | <sup>3</sup> Refers to project finance or other lending/underwriting where the use of proceeds is known to be for a particular project |

## ② Working alongside our clients as they transition to a low-carbon economy

### 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 Leveraging our financial expertise to facilitate sustainable finance

Progress against our commitments

Sustainable and Transition financing facilitated

**\$32.1bn<sup>1,2</sup>** vs. target of \$1trn by end 2030

Green financing facilitated

**£99.0bn<sup>1</sup>** vs. target of £100bn by end 2030

### ① Social financing

Includes financing for supranational, national and regional development institutions

**\$17.3bn<sup>1</sup>** in H123

### ② Environmental financing

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

**\$11.6bn<sup>1</sup>** in H123

### ③ Sustainability-linked financing

Includes transactions with pricing mechanisms linked to various sustainability performance targets

**\$3.2bn<sup>1</sup>** in H123

Leading market positions in sustainable finance

**#1**

in UK ESG labelled bonds<sup>3</sup>

**#2**

in EMEA Corporate ESG labelled bonds<sup>3</sup>

<sup>1</sup> H123 capital markets financing figures are based on Dealogic data as of 3 July 2023. As data on deals is confirmed throughout the year, these numbers may be subject to changes | <sup>2</sup> Progress reflects sustainable financing only | <sup>3</sup> Source: Dealogic for all ESG labelled bonds across all currencies for the period covering 1 January 2023 to 30 June 2023 |

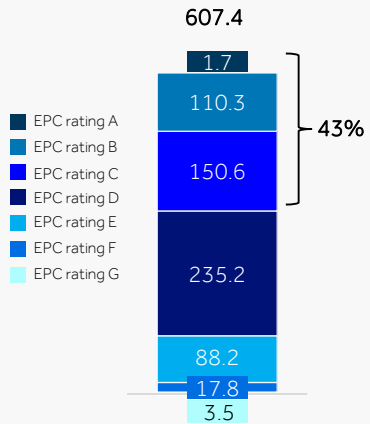
# 3 Expanding our sustainable finance activities through specialist teams

## Barclays UK

### Green Home and Buy-to-Let Mortgages

>€2.6bn completed in Green Home Mortgages<sup>1</sup> as at the end of 2022

Number of mortgages by EPC rating ('000) (as of 31 March 2023)



**2030 ambition:**  
50% of homes in our mortgage portfolio with a known EPC rating to be rated EPC C or better

### Greener Home Reward

- Extended pilot until end January 2024 for registrations, offering up to £2,000 for eligible mortgage customers who install certain energy efficient measures in their homes

## Corporate and Investment Bank

### Sustainable Capital Markets



- Lead Manager on the Federal Republic of Germany's €5.25bn 10Y Green Bund in April 2023 and €4.5bn 30Y Green Bund in June 2023 to support its transition towards a low-carbon, resource efficient and sustainable economy

### Sustainable and Impact Banking



- Placement agent on Ohmium International's \$250m Series C growth equity financing in April 2023 to support the expansion of its manufacturing capacity for green hydrogen electrolyser systems

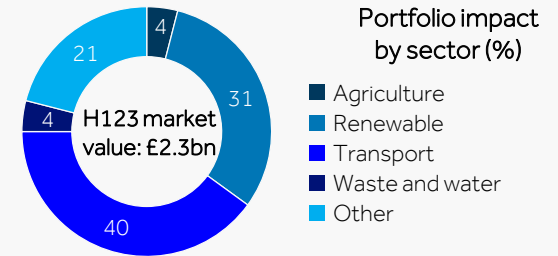
### Sustainable Product Group



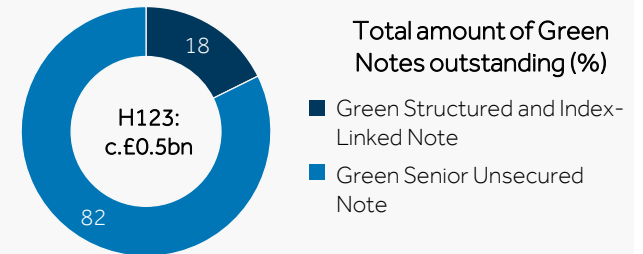
- Sole Pre-Hedge Bank, Mandated Lead Arranger on €95m loan, and one of the Project-Hedge Banks in April 2023 to finance Moray West, an offshore wind farm being developed by Ocean Winds

## Treasury and Markets

### Green bond investment portfolio



### Green Notes programme



### Sustainable Impact Capital

- See next slide for details

<sup>1</sup> Figures from 2020 onwards excludes 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 |

# 3 Sustainable Impact Capital: direct investments in climate innovation

## Mission

Accelerate the transition to a net zero future by investing £500m by the end of 2027 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 low-carbon economy

### 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 H123

£112m invested under Sustainable Impact Capital as at H123, against a target of £500m by the end of 2027

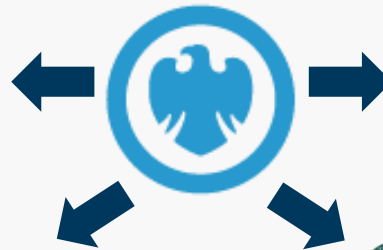
# Continued engagement on the transition towards a nature-positive economy

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

- Piloted the Taskforce on Nature-related Financial Disclosures' (TNFD) LEAP-FI framework on our UK and European Agriculture and Food portfolio
- Updated our Forestry and Agricultural Commodities Statement in Q223, with enhanced requirements for forestry, palm oil and soy and the inclusion of South American beef
- 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
- We have an ambition to achieve and maintain TRUE (Total Resource Use and Efficiency) zero waste certified projects across our key campuses by 2035

## Actively engaging with emerging industry and cross-sector initiatives

Member of the TNFD Forum as part of which we have provided feedback to the TNFD on their draft framework both individually and collectively with other banks



Joined UN Principles for Responsible Banking Working Group on biodiversity and nature target setting

Participating in the UK Transition Plan Taskforce Nature Working Group



**Sustainable Markets Initiative**

Member of the Sustainable Markets Initiative's Financial Services Task Force, which includes co-leading a workstream on Nature-based Solutions and participating in groups on deforestation and Taskforce on Nature-related Financial Disclosures



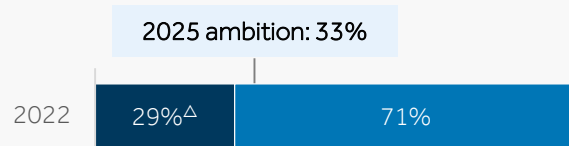
**Social**



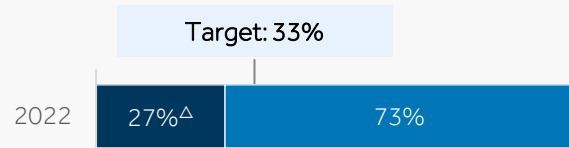
# We are making progress against our DEI ambitions

## Gender

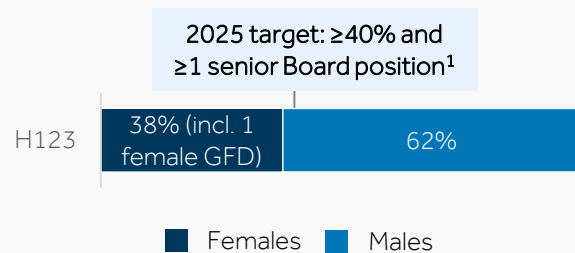
### Females at Managing Director / Director level



### Female Group ExCo and ExCo direct reports

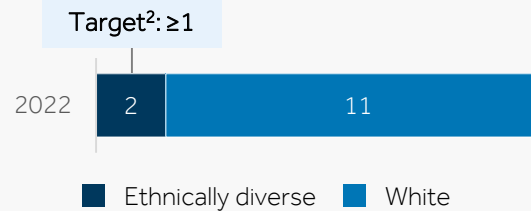


### Females on Board of Directors



## Ethnicity

### Members of the Board from an ethnically diverse background



### Race at Work ambitions

Increase the population of MDs from underrepresented ethnicities by at least 50% by 2025 vs. 2022 baseline

Increase number of underrepresented employees in UK to 5% overall by 2025 (2022: 4.6% vs. 2020 baseline of 4.1%)

Increase number of underrepresented minority employees in US to 21% overall by 2025 (2022: 20.3% vs. 2020 baseline of 18.1%)

## 2022 key highlights

- Increased our female representation at MD/D grades to 29%<sup>Δ</sup> (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

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) | <sup>1</sup> 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 | <sup>2</sup> Aligned with the Parker Review on the ethnic diversity of UK Boards |

# FY22: 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"> <li>• Barclays Military and Veterans Outreach programme – supported 45 active duty service members into permanent roles at Barclays</li> <li>• Partnership with the Thurgood Marshall College Fund<sup>1</sup> to increase the diversity of our talent pipelines in the US</li> <li>• Participation in the Grace Hopper Celebration in the US – &gt;400 full-time job offers extended to women and non-binary technologists</li> <li>• Black Professionals Resource Group created Ascent, a development programme to support the progression of Black colleagues</li> </ul>					
	Inclusive and equitable culture	<ul style="list-style-type: none"> <li>• Colleagues now able to display their personal pronouns and phonetic spelling/audio recording of their name in internal phonebook</li> <li>• UK branch colleagues can now add their pronouns, markers indicating health conditions and flags denoting spoken languages to their name badges</li> <li>• Made enhancements to our provision of workplace adjustments for colleagues with disabilities and health conditions</li> </ul>					
	Leadership accountability	<ul style="list-style-type: none"> <li>• Executive Sponsors from the Group ExCo appointed to champion DEI across Barclays</li> <li>• Hosted second annual Inclusion Summit to engage and mobilise senior leaders in respect of the DEI strategy, reaching &gt;1,000 Barclays leaders and ERG<sup>2</sup> representatives</li> <li>• Colleagues continue to be assessed against a mandatory inclusion performance objective as part of their performance review</li> </ul>					
	Data transparency and accountability	<ul style="list-style-type: none"> <li>• 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</li> <li>• Began producing an enhanced monthly management pack for senior leaders, providing a detailed breakdown of progress against our Race at Work and gender ambitions</li> </ul>					
	Optimisation of external relationships	<ul style="list-style-type: none"> <li>• <b>Disability resources and support:</b> Business Disability Forum, Disability Confident and Disability:IN</li> <li>• <b>LGBT+ and Gender inclusivity feedback:</b> Stonewall, Pride Circle, and Working Mother Media</li> <li>• <b>Platforms to connect with Multicultural talent:</b> COQUAL, Thurgood Marshall Fund, National Urban League, amongst others</li> <li>• <b>Multigenerational and socio-economic support:</b> Working Families, Carers UK, and the UK Socioeconomic Taskforce</li> </ul>					

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

# FY22: 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 internally<sup>1</sup>  
(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 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%)

<sup>1</sup> Total number of vacancies filled by internal candidates |



# Supporting our customers and clients

## Retail

Launched our shared banking joint venture, [Cash Access UK](#) in February 2023 to deliver more sustainable cash and face-to-face services for customers

- Continue to grow Barclays Local: in-person banking support in >260 sites as of end June 2023 through flexible banking pop-ups in addition to our mobile van network
- 10.5m Barclays UK mobile active customers as of end 2022
- 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

## Cost of Living (CoL) support

1.1m messages sent to retail customers via SMS offering a conversation to provide support and help; led to c.5,000 unique conversations<sup>2</sup>

- Our nationwide cost of living engagement campaign launched in November 2022 to provide customer support and guidance, reached over 89% of all UK adults in Q123
- Mortgage customers facing increased rates have been proactively contacted to offer support (c.3,000 SMS sent)
- Further developing our Financial Wellbeing Scale to provide in-depth data analysis, monitored across the BUK customer base for signs of potential financial difficulty
- Mortgage customers who agreed a higher fixed rate early were proactively contacted to consider moving to a new lower rate (c.4,000 SMS sent)

## SMEs

>30,000 businesses supported through educational content and activities relating to navigating current economic challenges as of end June 2023

- >18,000 attendees at masterclasses provided through our Health Pledge Hub as of end June 2023, discussing relevant topics facing small businesses today
- Launched our Specialist Coaching proposition for female small business owners in March 2023, supporting them with business planning, cash flow management, understanding of funding options and digital skills
- Met US Community Reinvestment Act goals for 2022 by supporting and investing in local CDFIs<sup>1</sup>, small-medium businesses and non-profits

## Cyber and digital trust

Proud initial signatory of the [Contingent Reimbursement Model Code<sup>3</sup>](#)

- Founding members of Stop Scams UK – a cross industry group aimed at making it harder for scammers to operate
- Continued to invest in multi-layered security systems in 2022 such as App ID, allowing our colleagues to verify to customers that they are a legitimate caller
- Launched Fraud and Scams hub on our website in 2022 to educate the public on how to keep themselves safe
- Launched Authorised Users in 2022 – creates the ability for customers to add someone they trust to their Barclays Current Account

<sup>1</sup> Community Development Financial Institutions | <sup>2</sup> For the period covering June 2022 to June 2023 | <sup>3</sup> Setting out increased consumer protection standards |

# Unlocking skills and employment in the communities we operate in



## Building digital skills

>4,500 participants across our digital upskill events in H123

- Code Playground – provided c.455,000 children a start in coding
- Digital Wings – free online learning platform for digital education with >136,000 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



## Building employability and financial skills

Launched 'Kickstart Your Career' campaign marking the 10<sup>th</sup> anniversary of Barclays LifeSkills

- The 'Kickstart Your Career' campaign highlighted the importance of core transferable skills for young people heading into the world of work, supported by key pieces of research, and showcased how LifeSkills is supporting learners and educators of all ages, in schools and beyond
- Continued to support young people, young adults and families to build employability and financial skills, in collaboration with experienced partners, with a focus on under-served communities who would otherwise get left behind
















## Creating opportunities through sport

Partnered with the Wimbledon Foundation to help expand their flagship youth programme, Set for Success

- Set for Success is expanding to 30 locations across the UK and will reach 150 schools and engage up to 3,900 young people over the next 4 years
- 'Equal Game toolkit, supported by Barclays' in partnership with England Football – provides training and resources to grow female participation in community football clubs; 1,670 downloads as of end April 2023 vs. target of 1,000
- BCFF<sup>1</sup> supported >2,000 organisations in 2022, engaging >268,000 young people in inclusive football activities with a target to support 5,500 community groups across the UK by 2025. Part of the BCFF will be used to meet the increasing demand for women-qualified coaches for girls
- Remain committed to the Barclays Girls' Football School Partnerships; c.16,000 schools participating as at end 2022 vs. target of 20,000 by 2024

<sup>1</sup> Barclays Community Football Fund |

## Supporting businesses and fostering entrepreneurship

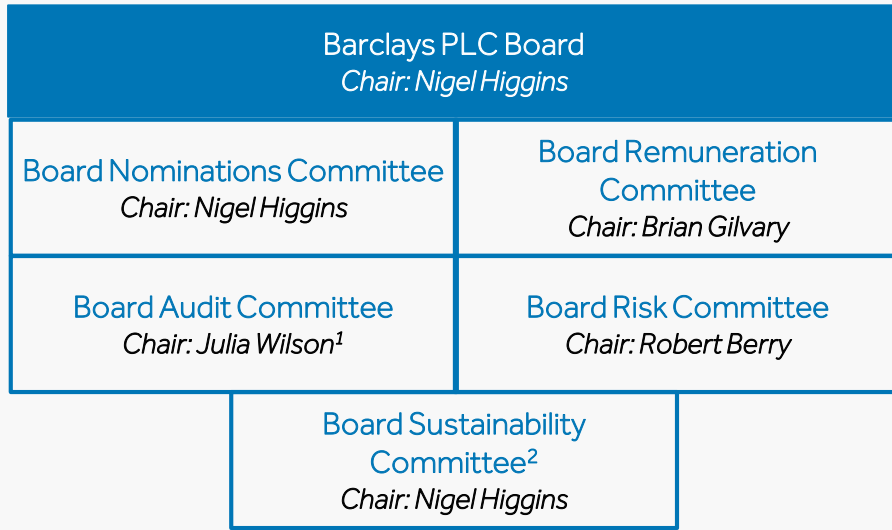
Programme	Description	Mission	Scale/Goal
 Created by 	<ul style="list-style-type: none"> <li>• FinTech workspaces in London and New York</li> <li>• Global virtual community providing access to mentoring, thought leadership and growth opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• To connect technology, talent and trends across the Rise ecosystem to accelerate innovation and growth</li> </ul>	<ul style="list-style-type: none"> <li>• Home to &gt;120 FinTechs</li> <li>• Rise members raised &gt;\$90m venture funding in H123</li> </ul>
 Created by 	<b>Start-Up Academy</b> <ul style="list-style-type: none"> <li>• 20 week digital first programme to empower founders who are rethinking the traditional approach to Finance</li> </ul>	<ul style="list-style-type: none"> <li>• To create future FinTechs, supporting emerging founders to transition their idea into Minimum Viable Product (MVP)</li> </ul>	<ul style="list-style-type: none"> <li>• To have 750 founders supported by 2025</li> </ul>
 Created by 	<b>Growth Academy</b> <ul style="list-style-type: none"> <li>• 10 week digital first programme for high growth FinTech founders</li> </ul>	<ul style="list-style-type: none"> <li>• To scale strategically relevant FinTechs and transition their founders into CEOs</li> </ul>	<ul style="list-style-type: none"> <li>• To have 50 FinTechs supported by 2025</li> </ul>
<b>FinTech Venture Studio</b> 	<ul style="list-style-type: none"> <li>• Programme to identify strategic opportunities across the bank, design and deliver pilots to ensure the success of our scaled partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Transform finance for Barclays teams and clients through effective FinTech partnerships and co-creation</li> </ul>	<ul style="list-style-type: none"> <li>• Launch 6 new ventures by 2027</li> </ul>
	<ul style="list-style-type: none"> <li>• Network of co-working spaces, growth programmes, mentors and industry experts for high-growth tech start-ups</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>• Supported c.12,000 businesses</li> <li>• Committing up to £2.5m investment from 2023 in Carbon13 partnership</li> </ul>
  <b>Barclays Black Founders' Accelerator</b>	<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>• 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>• 4 cohorts to date; 165 businesses supported as of end June 2023</li> </ul>
  <b>Barclays Female Founders' Accelerator</b>	<ul style="list-style-type: none"> <li>• Programme of masterclasses designed to help women drive growth and achieve funding</li> </ul>	<ul style="list-style-type: none"> <li>• To bring more women into entrepreneurship and level the playing field</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;120 applications received to date; cohort of 40 businesses supported as of end June 2023</li> </ul>
<b>Female Innovators Lab Fund</b>	<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>• To continue to bring women into entrepreneurship and close the fundraising gender gap</li> </ul>	<ul style="list-style-type: none"> <li>• \$30m of capital allocated</li> <li>• \$7m invested in 11 portfolio companies as of end June 2023</li> </ul>
<b>unreasonable impact</b> Created with 	<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>• To actively scale businesses solving pressing global challenges while creating the jobs of tomorrow</li> </ul>	<ul style="list-style-type: none"> <li>• To support a further 200 businesses by end 2027 after reaching 269 companies as of end 2022</li> </ul>



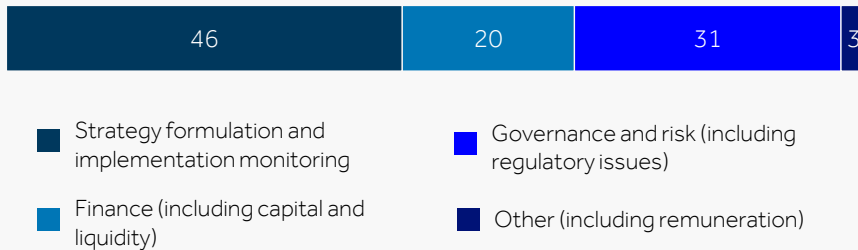
# Governance

# Strong Board Governance

## Board Governance Framework



### Board allocation of time (%)<sup>3</sup>

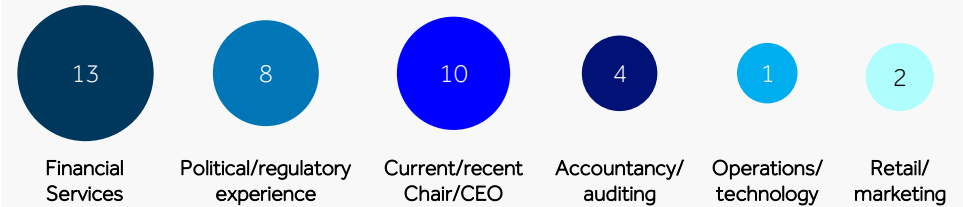


## Board Experience<sup>4</sup>

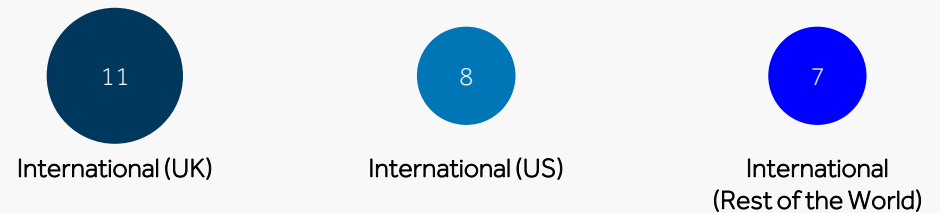
### Length of tenure (Chairman and Non-Executive Directors)



### Industry and leadership experience (no. of directors)



### International experience (no. of directors)



<sup>1</sup> Julia Wilson succeeded Mike Ashley as Chair of the Board Audit Committee with effect from 1 April 2023, subject to regulatory approval | <sup>2</sup> Established in Q123 | <sup>3</sup> For the year ended 31 December 2022 | <sup>4</sup> Per the Board composition as at 31 December 2022. Please note that following 31 December 2022, Marc Moses joined the Board on 23 January 2023, Mike Ashley stepped down from the Board on 3 May 2023, Crawford Gillies stepped down from the Board on 31 May 2023 and Sir John Kingman joined the Board on 1 June 2023 | <sup>5</sup> Please refer to page 166 of the Barclays PLC Annual Report 2022 in relation to the tenure and continued independence of Tim Breedon, who has 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	Board Sustainability Committee <sup>1</sup>
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	Group Sustainability Committee
		Climate Risk & Controls Forum			Operational Sustainability Steering Committee	Legal & Technical Committee
	Climate Risk 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 Finance Director	Group Head of PPCR
		Group Head of Climate Risk				
Forums / Other	Business / Legal Entity Committees and Forums					
	CIB Sustainable Finance Management Team		BUK Social Purpose and Sustainability Management Team		Principal Investments Equity Committee	

<sup>1</sup> Established in Q123 |

# Remuneration for our Executive Directors is linked to non-financials

## 2023 annual bonus

Performance measure	Weighting
Profit before tax (ex. material items) <sup>1</sup>	50%
Cost: income ratio (ex. material items)	10%
Personal	15%
<b>Strategic non-financials</b>	<b>25%</b>
<i>of which:</i>	
<i>Customers and clients</i>	<i>7.5%</i>
<i>Colleagues</i>	<i>7.5%</i>
<i>Climate and sustainability</i>	<i>10%</i>

## 2023-2025 LTIP awards

Performance measure	Weighting
Average RoTE (ex. material items) <sup>2</sup>	25%
Average cost: income ratio (ex. material items)	10%
Maintain CET1 ratio within the target range	10%
Relative Total Shareholder Return	25%
Risk scorecard	10%
<b>Strategic non-financials</b>	<b>20%</b>
<i>of which:</i>	
<i>Customers and clients</i>	<i>5%</i>
<i>Colleagues</i>	<i>5%</i>
<i>Climate and sustainability</i>	<i>10%</i>

<sup>1</sup> Pay-out of this element will also depend on the CET1 ratio at the end of the performance year. In line with regulatory requirements, if the CET1 ratio is below the MDA hurdle at the end of the performance year, the Committee will consider what part if any of this element should pay out |

<sup>2</sup> Calculated assuming a CET1 ratio at the mid-point of the Group target range, currently 13-14% |

# The Barclays Way – our Code of Conduct

The Barclays Way outlines the Purpose, Values and Mindset which govern our way of working across our business

## Our Purpose

The reason our company exists; the societal need we fulfil

## Our Values

Our moral compass, helping us do what we believe is right

## Our Mindset

The operating manual for how we behave

Provides a reference point for how we behave towards:

### Colleagues

**To promote respect, diversity, performance and wellbeing 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

### 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

### 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

### Risk management and controls

**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

Guiding us to deliver to a consistently excellent standard, in everything we do








# Appendix



## FY22 progress against key metrics and targets

	Metric	Target(s) as at H123	FY21 performance	FY22 performance
 Environment	Energy absolute emissions (against 2020 baseline)	-15% (2025) -40% (2030)	-22% <sup>1</sup>	-32% <sup>1</sup>
	Power emissions intensity (against 2020 baseline)	-30% (2025) -50% to -69% (2030)	-8% <sup>1</sup>	-9% <sup>1</sup>
	Cement emissions intensity (against 2021 baseline)	-20% to -26% (2030)	n/a	-2% <sup>1</sup>
	Steel emissions intensity (against 2021 baseline)	-20% to -40% (2030)	n/a	-11% <sup>1</sup>
 Social	Colleague engagement	'Maintain engagements at healthy levels' <sup>2</sup>	82%	84%
	Females at Managing Director/Director level	33% (2025)	28%	29% <sup>Δ</sup>
	Barclays UK (BUK) Net Promoter Score (NPS)	'Improve' <sup>2</sup>	+11	+11
	Barclaycard UK NPS	'Improve' <sup>2</sup>	+4	+12
	US Consumer Bank Care tNPS <sup>3</sup>	'Improve' <sup>2</sup>	+43	+44
	BUK complaints excl. PPI (YoY move) <sup>4</sup>	'Reduce complaints and improve resolution time' <sup>2</sup>	-17%	-17%
 Governance	Female Group ExCo and ExCo direct reports	33%	25%	27% <sup>Δ</sup>
	Ethnically diverse members of the Board	≥1 <sup>5</sup>	3	2

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) | <sup>1</sup> Cumulative change | <sup>2</sup> Benchmark | <sup>3</sup> 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 | <sup>4</sup> BUK total complaints YoY move was -18% in 2022 and -23% in 2021 | <sup>5</sup> Aligned with the Parker Review on the ethnic diversity of UK Boards |

# FY22: Selected targets and policies and new announcements against them

	Previously announced target/policy	FY22 announcement
<b>1</b> Achieving net zero operations	<ul style="list-style-type: none"> <li><b>Energy:</b> Source 100% renewable electricity for our global real estate portfolio by end of 2025</li> </ul>	<ul style="list-style-type: none"> <li><b>Energy:</b> New milestones of 115kWh/m<sup>2</sup> 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</li> </ul>
	<ul style="list-style-type: none"> <li><b>GHG emissions:</b> -90% reduction in Scope 1 and 2 (market-based) GHG emissions vs. 2018 baseline</li> </ul>	<ul style="list-style-type: none"> <li><b>GHG emissions:</b> New milestones of -50% reduction in GHG supply chain emissions by end 2030 and -90% by end 2050 vs. 2018 baseline and 90% of suppliers<sup>1</sup> to have science-based GHG emissions reduction targets in place by end 2030</li> </ul>
<b>2</b> Reducing our financed emissions	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li><b>Automotive manufacturing:</b> 2030 target of -40% to -64% reduction in CO<sub>2</sub>e emissions intensity vs. 2022 baseline (Scopes 1, 2 and 3)</li> </ul>
	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li><b>Residential Real Estate:</b> 2030 convergence point of -40% reduction in CO<sub>2</sub>e emissions intensity vs. 2022 baseline (Scopes 1 and 2)</li> </ul>
	<ul style="list-style-type: none"> <li><b>Coal-fired power generation:</b> 2030 phase out of financing to clients engaged in<sup>2</sup> coal-fired power generation in the UK and EU, 2035 for the rest of the world (incl. USA)</li> </ul>	<ul style="list-style-type: none"> <li><b>Coal-fired power generation:</b> 2030 phase out of financing to clients engaged in<sup>2</sup> coal-fired power generation in the EU and OECD, 2035 for the rest of the world</li> </ul>
	<ul style="list-style-type: none"> <li><b>Oil sands policy:</b> 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</li> </ul>	<ul style="list-style-type: none"> <li><b>Oil sands policy<sup>3</sup>:</b> Will not provide financing<sup>4</sup>:                             <ul style="list-style-type: none"> <li>To oil sands exploration and production companies<sup>5</sup>; or</li> <li>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</li> </ul> </li> </ul>
<b>3</b> Financing the transition	<ul style="list-style-type: none"> <li><b>Sustainable financing:</b> Facilitate £150bn of social, environmental and sustainability-linked financing (2018-2025)</li> </ul>	<ul style="list-style-type: none"> <li><b>Sustainable financing:</b> Facilitate \$1tn of Sustainable and Transition financing between 2023 and end of 2030</li> </ul>
	<ul style="list-style-type: none"> <li><b>Sustainable Impact Capital:</b> Invest up to £175m of Barclays' own capital in environmentally-focused early-stage companies by 2025</li> </ul>	<ul style="list-style-type: none"> <li><b>Sustainable Impact Capital:</b> Increase investment of Barclays' capital in global climate tech start-ups to £500m by the end of 2027</li> </ul>

<sup>1</sup> 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 | <sup>2</sup> A client is "engaged in" if it generates >5% of its revenue from the activity | <sup>3</sup> With effect from 1 July 2023 | <sup>4</sup> Refers to all lending, underwriting, issuance of debt and equity, trade and working capital finance | <sup>5</sup> 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 |

# H123 progress against our net zero operations milestones

## Emissions reduction

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

**-93%<sup>1</sup>** (2022: -91%<sup>Δ 2</sup>) against a target of -90% by end 2025

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

**-49%<sup>1</sup>** (2022: -43%<sup>Δ 2</sup>) against a milestone of -50% by end 2030

GHG emissions reduction across our supply chain against 2018 baseline

**-8%<sup>3</sup>** against milestones of -50% by end 2030 and -90% by end 2050

Suppliers<sup>4</sup> with science-based GHG emissions reduction targets

**47%<sup>3,5</sup>** against milestones of 70% by end 2025 and 90% by end 2030

## Others

Average annual energy use intensity across our corporate offices

**265kWh/m<sup>2,3</sup>** per year against a milestone of 115kWh/m<sup>2</sup> per year by end 2035

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

**0.26MW<sup>3</sup>** against a milestone of 10MW by end 2035

Campus waste diverted<sup>6</sup>

**51%** (2022: 65%) against a milestone of 90% by end 2035

Renewable electricity sourcing for our global real estate portfolio

**100%** (2022: 100%<sup>Δ</sup>) against a target of 100% by end 2025

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

**72%** (2022: 55%) 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

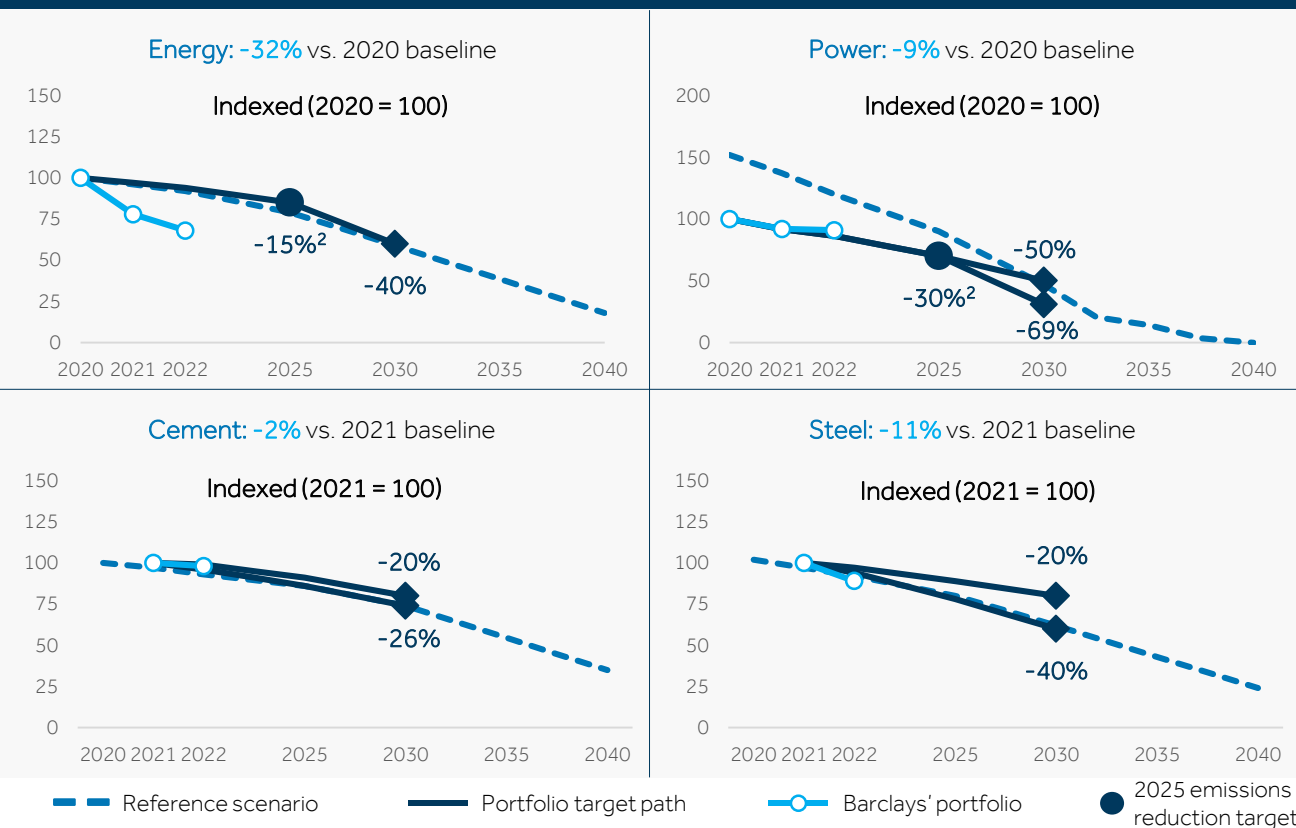
**33%** (2022: 24%) against a milestone of 100% by end 2030

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) | <sup>1</sup> Based on 12 months of consumption from 1 April 2022 to 31 March 2023 compared to 2018 baseline | <sup>2</sup> Based on 12 months of consumption from 1 October 2021 to 30 September 2022 compared to 2018 baseline | <sup>3</sup> Position as of FY22, reported on an annual basis only | <sup>4</sup> By Barclays' addressable spend | <sup>5</sup> Committed to or in place | <sup>6</sup> Campuses include 1 Churchill Place, 745 7<sup>th</sup> Avenue, Radbroke, Northampton, Glasgow, Pune, Whippy, Dryrock |

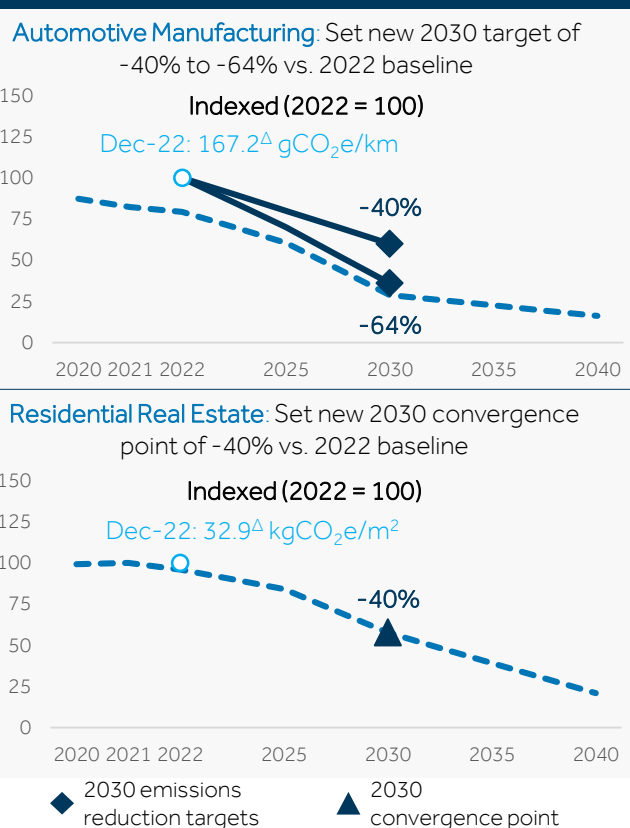
# FY22 progress against our existing sector targets and new sectors assessed

We have 1.5°C-aligned targets set against 5 NZBA<sup>1</sup> high-emitting sectors

## Progress against our existing sector targets



## New sectors assessed in 2022



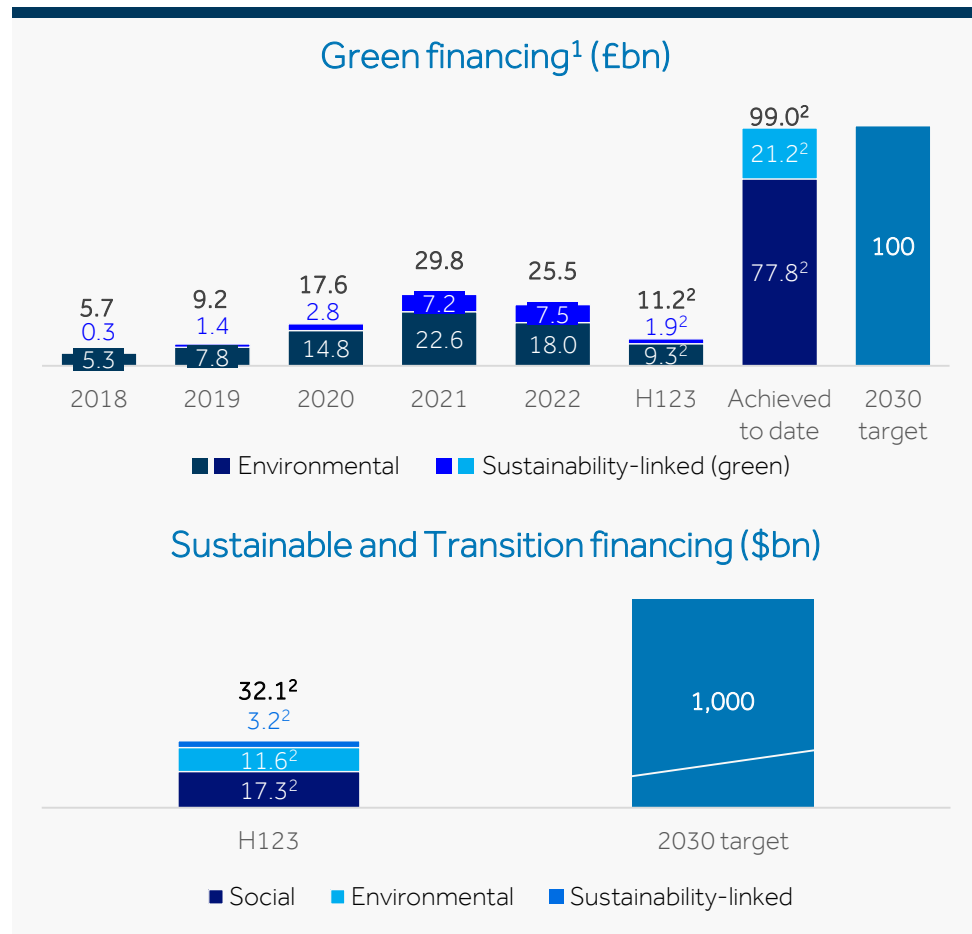
We aim to assess our baseline financed emissions across the Agriculture, Commercial Real Estate, Aviation and Shipping sectors during 2023

<sup>Δ</sup> 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/](https://home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/) | <sup>1</sup> Net-Zero Banking Alliance | <sup>2</sup> Based on IEA SDS Benchmark OECD |



# H123 progress against our sustainable financing targets

## Facilitating finance for our clients and customers



## Making direct investments

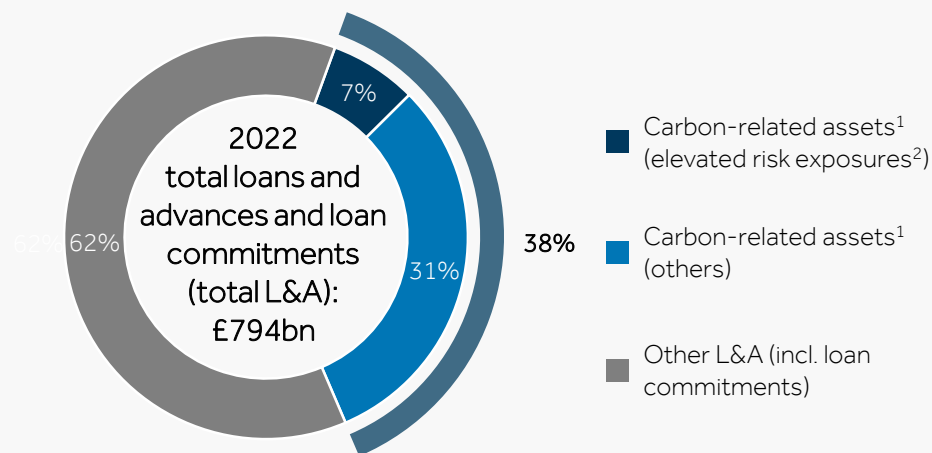


<sup>1</sup> Comprises of labelled use of proceeds and general purpose financing in environmental categories and sustainability-linked financing that incorporates environmental performance targets | <sup>2</sup> H123 capital markets financing figures are based on Dealogic data as of 3 July 2023. As data on deals is confirmed throughout the year, these numbers may be subject to changes |

# We monitor our carbon-related assets and elevated risk sectors exposure

## Lending portfolio

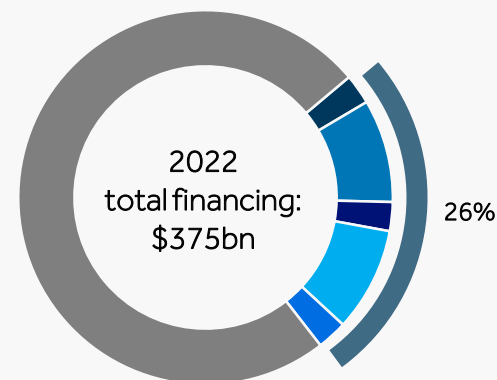
### Carbon-related assets<sup>1</sup>



£bn	2021	2022	YoY
Carbon-related assets <sup>1</sup>	288.2 <sup>3</sup> (41% <sup>3</sup> of total L&A)	302.2 <sup>4</sup> (38% of total L&A)	+5% (-3ppts)
o/w: elevated risk exposures <sup>2</sup>	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 financing<sup>5</sup>

### 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 \$549bn<sup>6</sup>)




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

<sup>1</sup> 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 | <sup>2</sup> 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 | <sup>3</sup> Scope has been widened to include UK mortgages (£169bn increase) and all Barclays entities as opposed to just material entities (£15bn increase) | <sup>4</sup> 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 | <sup>5</sup> Sourced from Dealogic | <sup>6</sup> 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 |

## Our ESG ratings performance









Agency	Rating type	Scale (best to worst)	2019	2020	2021	2022	Current <sup>1</sup>
 MSCI	MSCI ESG rating	AAA – CCC	BBB	A	AA	AA	AA
 CDP	CDP Climate Change Questionnaire	A – D <sup>-</sup>	A <sup>-</sup>	B	B	A <sup>-</sup>	A <sup>-</sup>
 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)	75 (95 <sup>th</sup> percentile)	68 (93 <sup>rd</sup> percentile)
 ISS ESG	ISS ESG Corporate Score	A <sup>+</sup> – D <sup>-</sup>	C <sup>-</sup>	C <sup>-</sup>	C <sup>-</sup>	C <sup>-</sup>	C <sup>-</sup>
	ISS Environmental Disclosure QualityScore	1 – 10	1	1	1	1	1
	ISS Social Disclosure QualityScore	1 – 10	1	1	1	1	1
	ISS Governance Disclosure QualityScore	1 – 10	10	8	7	9	4
 MOODY'S ESG Solutions	Moody's ESG Solutions ESG Assessment <sup>2</sup>	100 – 0	48 (limited)	49 (limited)	55 (robust)	55 (robust)	55 (robust)
 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)	4.7 (98 <sup>th</sup> percentile)	4.7 (99 <sup>th</sup> percentile)

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





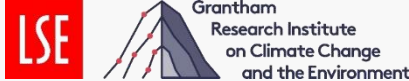

<sup>1</sup> Data as at 24 July 2023. Note that some ratings providers have not issued any ratings updates in 2023 | <sup>2</sup> This ESG Assessment was originally provided by Vigeo Eiris, which is now part of Moody's ESG Solutions | Copyright © 2022 Morningstar Sustainalytics. All rights reserved. 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> |



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

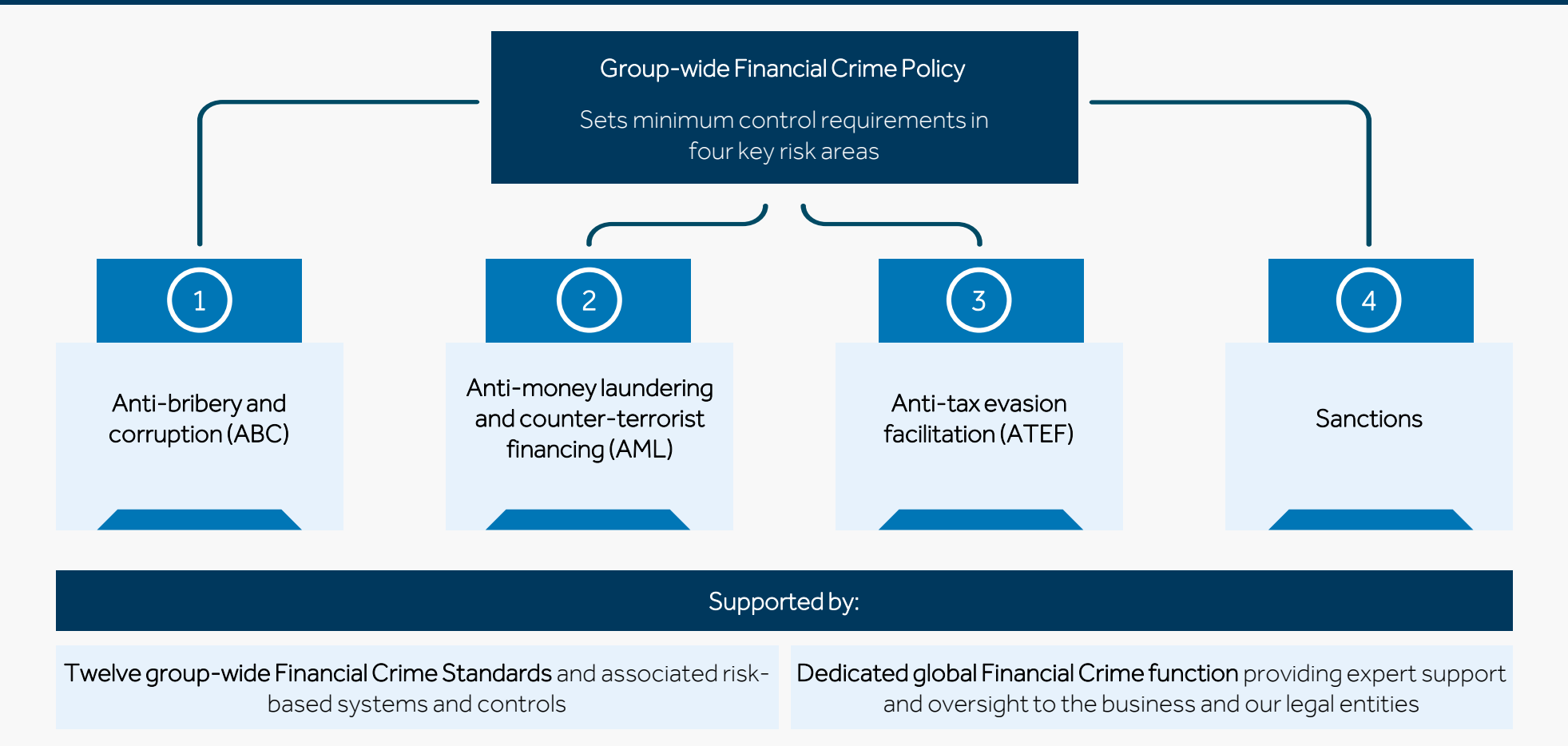
Theme	Industry collaboration	Barclays' involvement/additional information
Climate and sustainability	Glasgow Financial Alliance for Net Zero 	In 2022, Barclays contributed to a publication 'Guidance on Use of Sectoral Pathways for Financial institutions' published in June
	Net-Zero Banking Alliance (NZBA) 	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 	Barclays is a member of the Sustainable Markets Initiative's Financial Services Taskforce. The Sustainable Markets Initiative 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
	<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>
Multi-thematic	<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>
	<p>UK Transition Plan Taskforce (TPT)</p> 	<p>Barclays is a part of the TPT's Just Transition and Nature Working Groups</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>

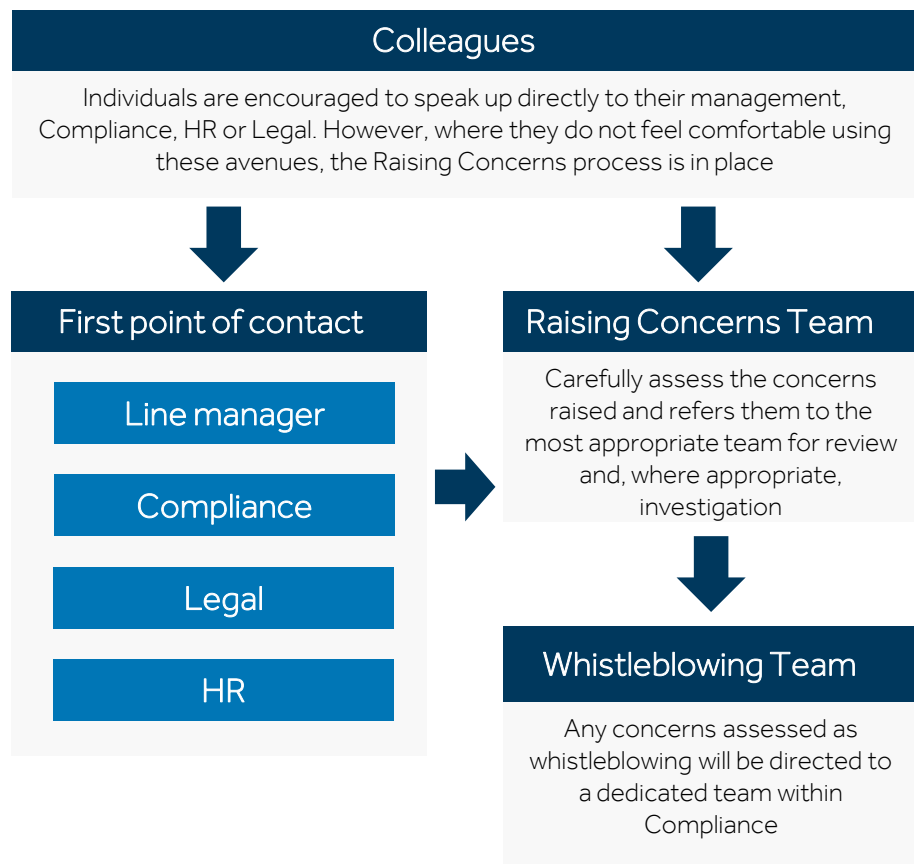
# Barclays has adopted a holistic approach to Financial Crime

Combined approach allows us to identify and manage relevant synergies and connections between the four key risk areas

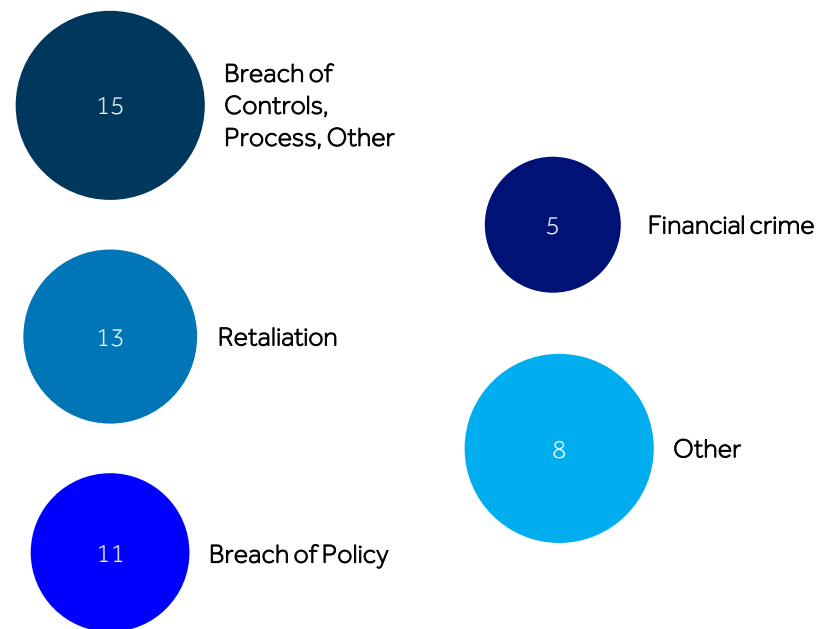


# We continue to foster a culture where our colleagues feel safe to speak up

Colleagues are encouraged to speak up about actions and behaviours that have no place in the organisation. Board Level "Whistleblowers' Champions"<sup>1</sup> 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

<sup>1</sup> 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

	<p>Operate intelligence-led impact triage process and daily monitoring to prioritise and manage threats</p>		<p>Strong upstream detection and disruption of economic crime to protect customers from scams using advanced campaign analytics and open engagement with industry and law enforcement</p>		<p>Enhanced resilience framework to support recovery of critical services so limiting harm to our customers, clients, and market stability</p>
	<p>Hold regular collaboration and alignment with peer financials across UK/US/other sectors</p>		<p>Regular benchmarking with regulators and peers to identify and adopt best practice</p>		<p>Continuous validation of our crisis management, recovery and response protocols</p>

## Strengthen our cyber response capabilities to protect against and limit the impact of all types of threat

	<p>Operate 24/7 monitoring and response capability through three Joint Operations Centres</p>		<p>Reduce the threat across our suppliers through proactive outreach and targeted risk reduction activities to the risk of ransomware and compromise</p>		<p>Focus on emerging threats from shifting global geopolitics</p>
	<p>Prioritise technology vulnerability patching &amp; model adversary tactics, techniques &amp; procedures</p>		<p>Collaborate through sector and government information sharing, agency focus &amp; following US CISA<sup>1</sup> guidance</p>		<p>Identify and plan for plausible cyber conflict scenarios</p>

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

	<p>The most critical services are tested against plausible events which may cause customer harm, impact Barclays' services or disrupt financial market stability</p>		<p>Resilience requirements are embedded into Barclays' change processes enabling products for our most critical services are built resiliently for our customers</p>
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<sup>1</sup> 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 H1 2023 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/esg-resource-hub/reporting-and-disclosures/](https://home.barclays/sustainability/esg-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.

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This presentation 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 presentation. 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 International Financial Reporting Standard (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 Russia-Ukraine war 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 Barclays PLC's filings with the US Securities and Exchange Commission (SEC) (including, without limitation, Barclays PLC's Annual Report on Form 20-F for the financial year ended 31 December 2022, and Interim Results Announcement for the six months ended 30 June 2023 filed on Form 6-K), which are available on the SEC's website at [www.sec.gov](https://www.sec.gov).

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