



FY23 ESG Investor Presentation

20th February 2024

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See slide 50 for where to find further information on ESG at Barclays



Our ESG strategy and progress

Creating positive outcomes for our stakeholders

Our Purpose

Working together for a better financial future

Our Vision

The UK-centred leader in global finance

A comprehensive and pre-eminent UK consumer, corporate, wealth and private banking franchise
The leading non-US based investment bank
A strong, specialist US consumer bank

Our Values

Respect

We harness the power of diversity and inclusion in our business, trust those we work with, and value everyone's contribution

Integrity

We operate with honesty, courage, transparency and fairness in all we do

Service

We act with empathy and humility, putting the people and businesses we serve at the centre of what we do

Excellence

We set high standards for what we do, championing innovation and using our energy, expertise and resources to make a positive difference

Stewardship

We prize sustainability, and are passionate about leaving things better than we found them

Customers and clients



Colleagues



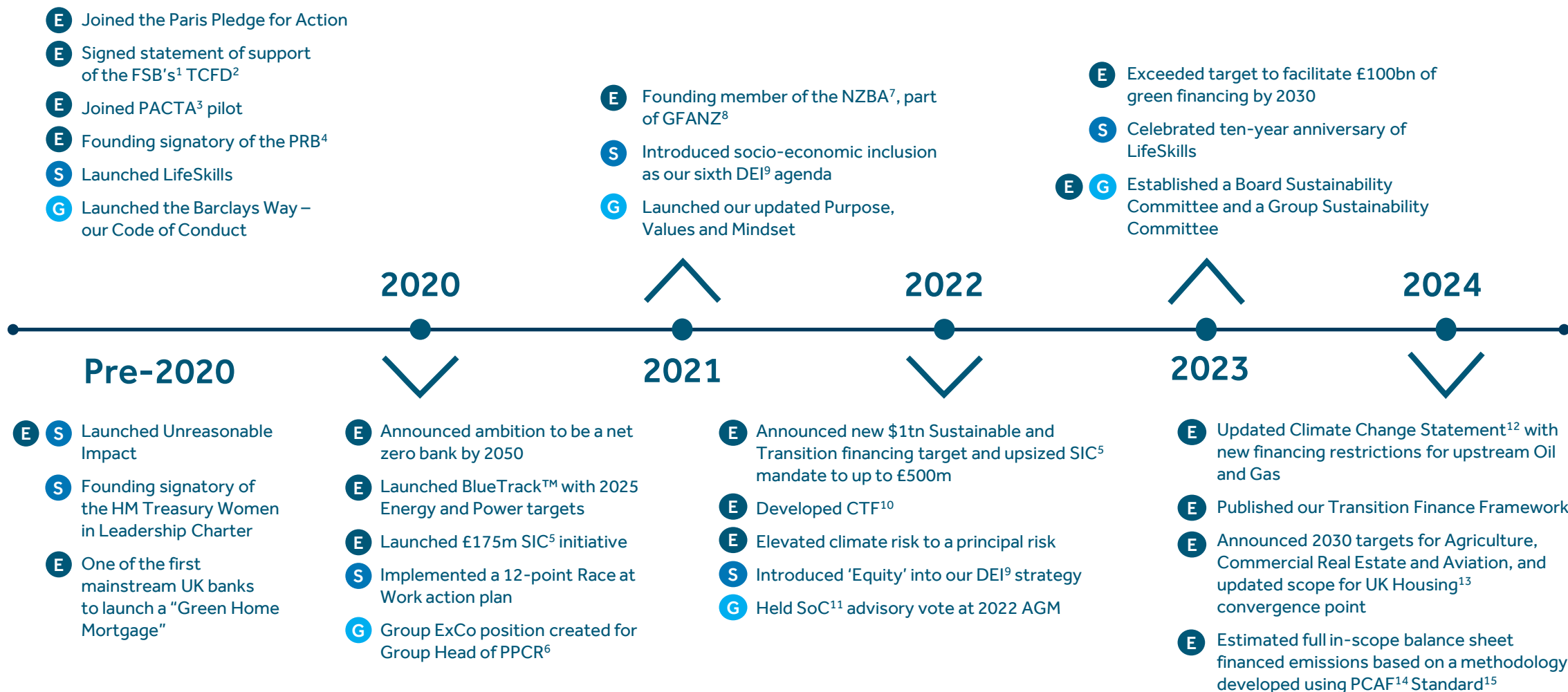
Society



Investors



ESG milestones reflect our commitment to our Purpose



¹ Financial Stability Board | ² Taskforce on Climate-related Financial Disclosures | ³ Paris Agreement Capital Transition Assessment | ⁴ Principles for Responsible Banking | ⁵ Sustainable Impact Capital | ⁶ Public Policy & Corporate Responsibility | ⁷ Net-Zero Banking Alliance | ⁸ Glasgow Financial Alliance for Net Zero | ⁹ Diversity, Equity and Inclusion | ¹⁰ Client Transition Framework | ¹¹ Say on Climate | ¹² Please refer to the Climate Change Statement for further details found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | ¹³ Originally called Residential Real Estate, updated in 2024 | ¹⁴ Partnership for Carbon Accounting Financials | ¹⁵ PCAF Standard - PCAF (2022). The Global GHG Accounting and Reporting Standard Part A: Financed Emissions. Second Edition |

We continue to advance our ESG agenda

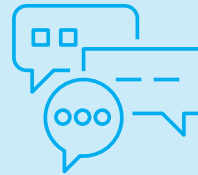
Barclays has been named as the Best Bank for ESG in the UK for 2023 by Euromoney¹

Environment



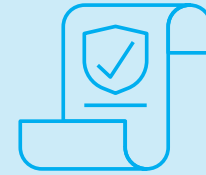
- **Policy:** Updated Climate Change Statement in February 2024, with new financing restrictions for upstream Oil and Gas²
- **Financed emissions:** Expanded sectors covered by BlueTrack™ and estimated full in-scope balance sheet financed emissions using methodology developed using PCAF³ Standard⁴
- **Client reviews:** Established a Client Transition Review Forum and completed Client Transition Framework assessments for over 1,250 counterparties across material high-emitting sectors in our portfolio
- **Financing:** Published a Transition Finance Framework and facilitated \$67.8bn^Δ Sustainable and Transition financing

Social



- Reset our **2025 ambitions for underrepresented race and ethnicity**, across all US and UK employees
- LifeSkills, Digital Eagles and Military and Veterans Outreach programmes **supported 3.27 million people** to unlock skills and employment opportunities
- **Supported more than 5,600 businesses** at each stage of their lifecycle, championing innovation and sustainable growth

Governance



- Established a **Board Sustainability Committee**, chaired by the Group Chairman and a **Group Sustainability Committee**, chaired by the Group Head of Public Policy & Corporate Responsibility
- Implemented a **group-wide culture programme, Consistently Excellent**, establishing a very high operating standard for the firm, and targeting best-in-class service across the Group

^Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE 3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ [Euromoney.com/article/2cc8q50d68ey5crupk6pt/western-europe-country-category-winners-2023-best-bank-for-esg-in-the-uk-Barclays](https://www.euromoney.com/article/2cc8q50d68ey5crupk6pt/western-europe-country-category-winners-2023-best-bank-for-esg-in-the-uk-Barclays) | ² Please refer to the Climate Change Statement for further details found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | ³ Partnership for Carbon Accounting Financials | ⁴ PCAF Standard - PCAF (2022). The Global GHG Accounting and Reporting Standard Part A: Financed Emissions. Second Edition |

Our progress in FY23 against key metrics and targets

	Metric	Targets as at FY23	FY22 performance	FY23 performance
Environment	GHG emissions Scope 1 and 2 (market-based) reduction against 2018 baseline	90% (by end 2025)	91% ^{1,2}	93% ^{Δ,1,3}
	Source 100% renewable electricity for our global real estate portfolio	100% (by end 2025)	100%	100% ^Δ
	Sustainable and Transition financing facilitated	\$1trn (2023 to end 2030)	n/a	\$67.8bn ^Δ to date
	Green financing facilitated	£100bn (2018 to end 2030)	£87.8bn	£113.7bn ^Δ to date
	Sustainable Impact Capital investments	Up to £500m mandate (2020 to end 2027)	£89m	£138m to date
Social	Skills & Employability: Number of people upskilled	n/a	n/a	3.27m
	Sustainable Growth: Number of businesses supported	n/a	n/a	5,630
Governance	Females on the Board	By end 2025, at least: (i) 40% and (ii) 1 senior Board position ⁴	(i) 38% and (ii) Target met	(i) 38% and (ii) Target met

Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE 3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Cumulative change/figures | ² Based on 12 months of consumption from 1 October 2021 to 30 September 2022 compared to 2018 baseline | ³ Based on 12 months of consumption from 1 October 2022 to 30 September 2023 compared to 2018 baseline | ⁴ As set out in the updated Board Diversity and Inclusion Policy adopted on 8 February 2024 |



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:



Achieving net zero operations



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

See slide 11



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 12-19



Financing the transition



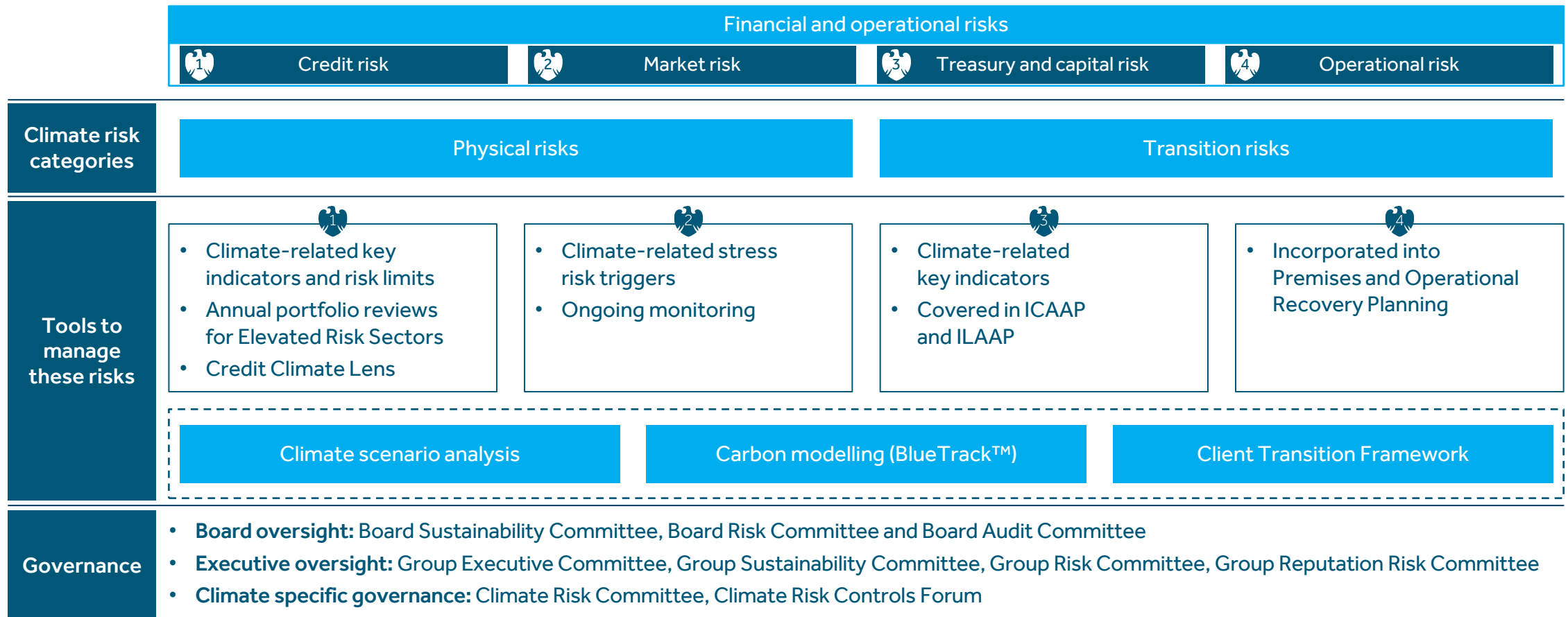
Barclays is helping to provide the green and sustainable finance required to transform the economies, customers and clients we serve

See slide 20-22

Our strategy is underpinned by the way we assess and manage our exposure to climate-related risk

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. Climate Principal Risk covers the financial and operational risks arising from climate change



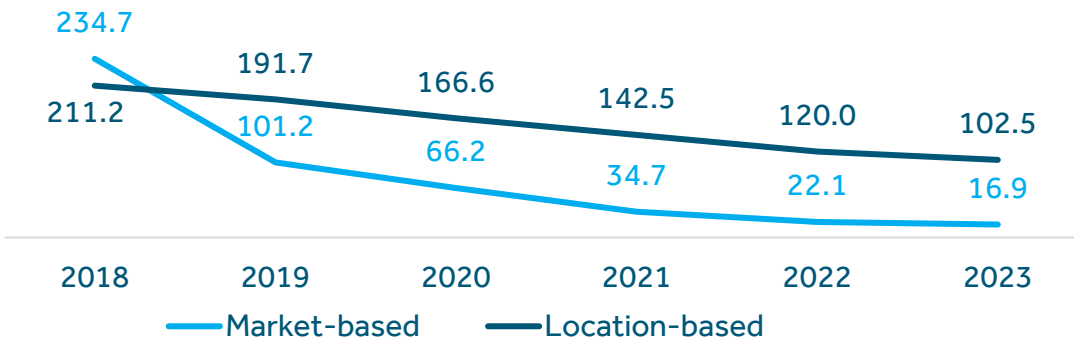


Executing our net zero operations strategy

We will continue to decarbonise our operations to meet our net zero ambition. For further details, see our Climate and Sustainability Report in our 2023 Annual Report

Reducing our Scope 1 and 2 emissions

Scope 1 and 2 GHG emissions ('000 tCO₂e)¹



• Achieved 28% reduction in GHG emissions against a 2018 baseline across our supply chain vs. milestones² of 50% by end 2030 and 90% by end 2050

• 57%⁶ of suppliers have science-based GHG emissions reduction targets⁷ vs. milestones² of 70% by end 2025 and 90% by end 2030

2023 highlights

- Achieved our milestone² of 50% reduction of our Scope 1 and Scope 2 location-based emissions ahead of 2030, reducing these emissions by 51%^Δ
- Continued to source 100%^Δ renewable electricity for our global real estate portfolio³
- Continued to meet our 90% Scope 1 and Scope 2 market-based emissions reduction target⁴, reducing these emissions by 93%
- Maintained global demand reduction programmes and right-sized⁵ our global real estate portfolio – resulting in 44% energy consumption reduction against a 2018 baseline

• 88% of UK company fleet transitioned to EV vs. milestone² of 100% by end 2025

• Launched Sustainability Design and Construction checklist alongside Green Leasing Toolkit

Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE 3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ FY reporting periods are from 1 October of prior year to 30 September of year in question | ² In this slide, references to a 'milestone' denotes an indicator we are working towards and report against | ³ Global real estate portfolio includes offices, branches, campuses and data centres | ⁴ In this slide, a reference to a 'target' denotes an indicator linked to our executive remuneration | ⁵ By right-sizing, we are optimising our space and associated resources for our operational needs | ⁶ Indicative number provided to illustrate the number of suppliers by total addressable spend that have committed to or have science-based targets in place | ⁷ Targets are considered 'science-based' if they are in line with what the latest science deems necessary to meet the goals and timelines of the Paris Agreement – limiting global warming to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C |

Our approach is underpinned by our methodologies to estimate our full in-scope balance sheet financed emissions and to track sector level emissions against the goals and timelines of the Paris Agreement, as outlined in our [Financed Emissions Methodology](#) paper

Tracking our financed emissions and setting targets

Our approach to tracking our financed emissions involves calculating an estimate of our full in-scope balance sheet financed emissions, based on a methodology developed using the PCAF¹ Standard² and setting targets for specific activities using our BlueTrack™ methodology

I. For full in-scope balance sheet

II. For activities where we have set targets³




- In 2023, we calculated an estimate of our full in-scope balance sheet financed emissions as at December 2022, enabling us to calculate the coverage of our reduction targets across our portfolios
- We are continuing to use the BlueTrack™ methodology to assess financed emissions for material sectors and set 2030 targets integrating 1.5°C scenarios

¹ Partnership for Carbon Accounting Financials | ² PCAF Standard - PCAF (2022). The Global GHG Accounting and Reporting Standard Part A: Financed Emissions. Second Edition | ³ Includes convergence point set for UK Housing |



BlueTrack™ dashboard shows our financed emissions targets and progress

BlueTrack™ is our methodology for measuring financed emissions and tracking them at a portfolio level against the goals and timelines of the Paris Agreement. BlueTrack™ is being expanded to cover the Aviation, UK Commercial Real Estate and Agriculture sectors. The Residential Real Estate sector is also being expanded to include Social Housing and Business Banking Real Estate portfolios, and is now referred to as UK Housing

Sector				Setting our targets				Monitoring our progress in 2023		
Sector	Sector boundaries	Emissions scope	GHG included	Reference scenario	Target metric	Baseline year	Target vs. baseline	Cumulative change	Absolute emissions (MtCO ₂ e)	Physical intensity
Energy	Upstream Energy	1, 2 and 3	Carbon dioxide and methane	IEA SDS	Absolute emissions	2020	-15% by end of 2025	-44%	42.5 ^Δ	59.6 gCO ₂ e/MJ
				IEA NZE2050			-40% by end of 2030			
Power	Power generators	1	Carbon dioxide	IEA SDS	Physical intensity	2020	-30% by end of 2025	-26%	16.9	241 ^Δ kgCO ₂ e/MWh
				IEA NZE2050			-50% to -69% by end of 2030			
Cement	Cement manufacturers	1 and 2	All GHGs	IEA NZE2050	Physical intensity	2021	-20% to -26% by end of 2030	-8%	0.8	0.573 ^Δ tCO ₂ e/t
Steel	Steel manufacturers	1 and 2	All GHGs	IEA NZE2050	Physical intensity	2021	-20% to -40% by end of 2030	-16%	1.3	1.635 ^Δ tCO ₂ e/t
Automotive Manufacturing	Light Duty Vehicles manufacturers	1, 2 and 3	Scope 1 and 2: all GHGs, Scope 3: Carbon dioxide	IEA NZE2050	Physical intensity	2022	-40% to -64% by end of 2030	0%	6.0	175.2 ^Δ gCO ₂ e/km ¹
Aviation	Commercial Aviation (Air Travel) – Passenger (including belly cargo) and Dedicated Cargo	1 and 3	Scope 1: Carbon dioxide Scope 3: all GHGs	MPP Prudent	Physical intensity	2023	-11% to -16% by end of 2030	Baseline set in 2023	4.3	882 ^Δ gCO ₂ e/RTK
UK Commercial Real Estate	UK Corporate Bank	1 and 2	Carbon dioxide, methane and nitrous oxide	CRREM II	Physical intensity	2023	-51% by end of 2030		0.1	30.0 ^Δ kgCO ₂ e/m ²
Agriculture	UK Livestock and Dairy Farming	1, 2 and 3	Carbon dioxide, methane and nitrous oxide	CCC BNZ	Absolute emissions	2023	-21% by end of 2030		2.4 ^Δ	N/A
UK Housing ²	UK buy-to-let and owner-occupied mortgages, Social Housing and Business Banking	1 and 2	Carbon dioxide, methane and nitrous oxide	CCC BNZ	Physical intensity	2023	Portfolio convergence point vs. baseline -40% by end of 2030		1.7	32.1 ^Δ kgCO ₂ e/m ²

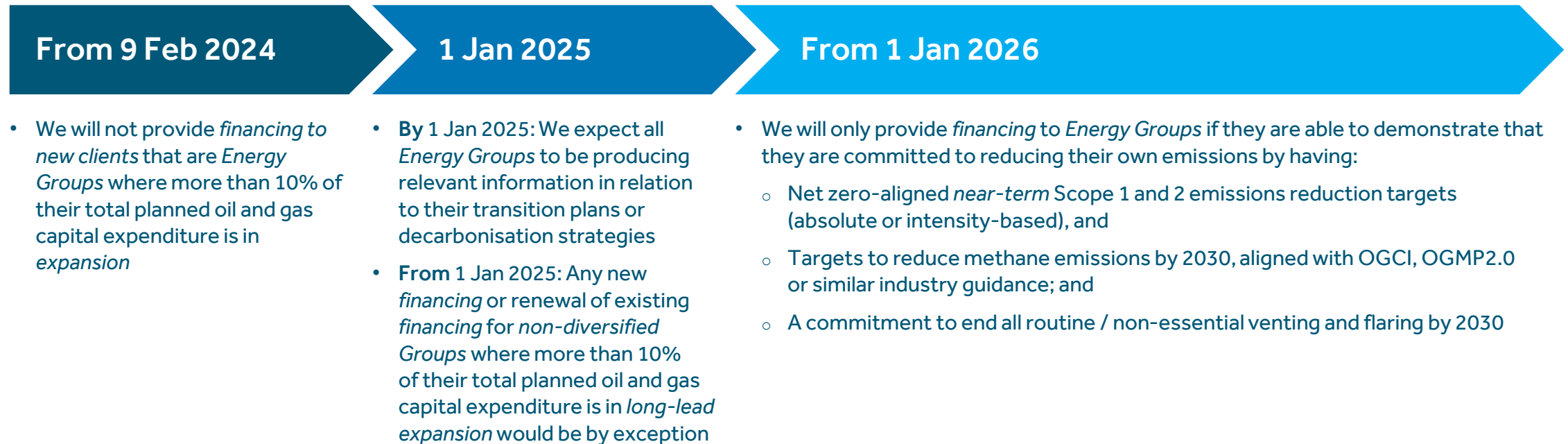
Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ Physical intensity (CO₂e emissions per v-km travelled by LDV produced), expressed in gCO₂e/km | ² Barclays has identified a 2030 emissions intensity convergence point for UK Housing but has not set a formal target. This replaces the 2022 convergence point for 'Residential Real Estate'

Barclays' restrictions¹ on Upstream Oil and Gas at a glance

Project-level restrictions from 9 February 2024:

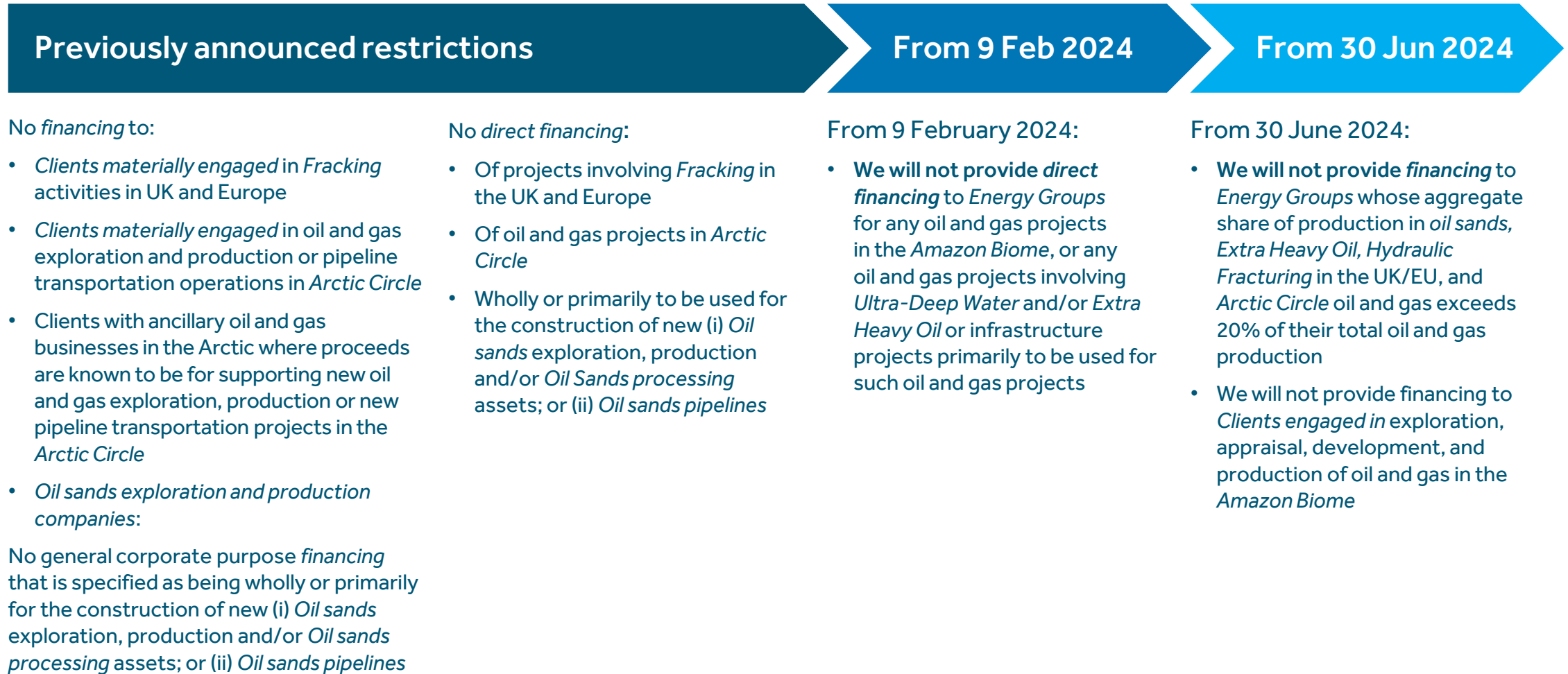
- We will not provide *project finance* for *expansion* projects or for infrastructure projects primarily to be used for such *expansion* projects
- We will not provide other *direct financing* to *Energy Groups* for *expansion* projects or infrastructure projects primarily to be used for such *expansion* projects

Entity-level restrictions¹:



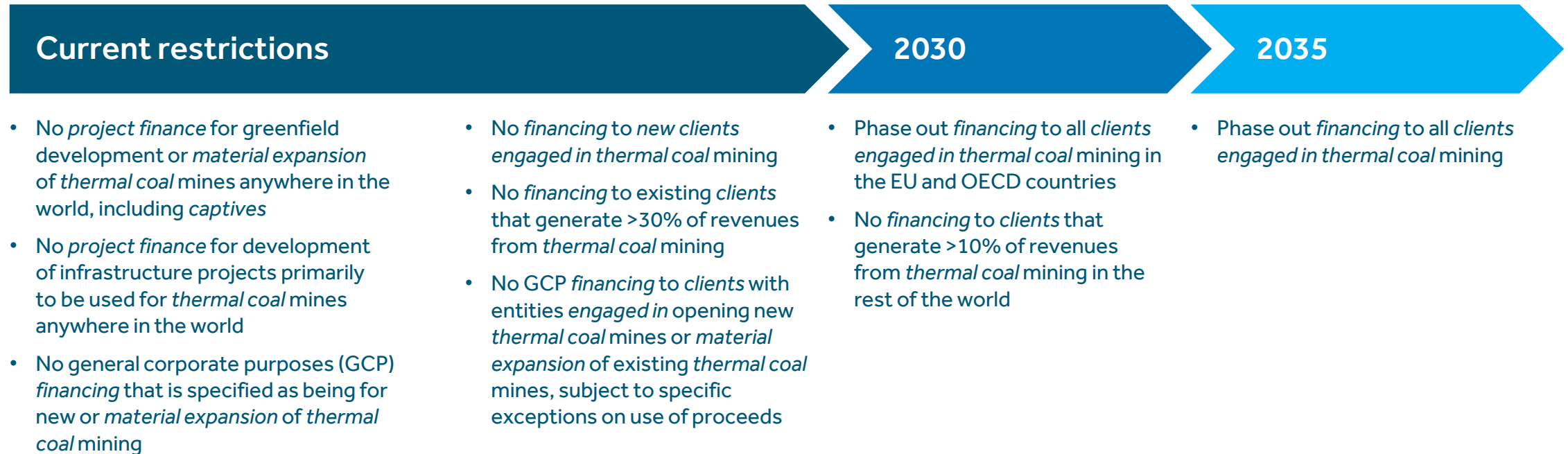
¹ For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | Words in italics are defined in the Climate Change Statement |

Barclays' restrictions¹ on Unconventional Oil and Gas at a glance



¹ For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | Words in italics are defined in the Climate Change Statement |

Barclays' restrictions¹ on thermal coal mining at a glance

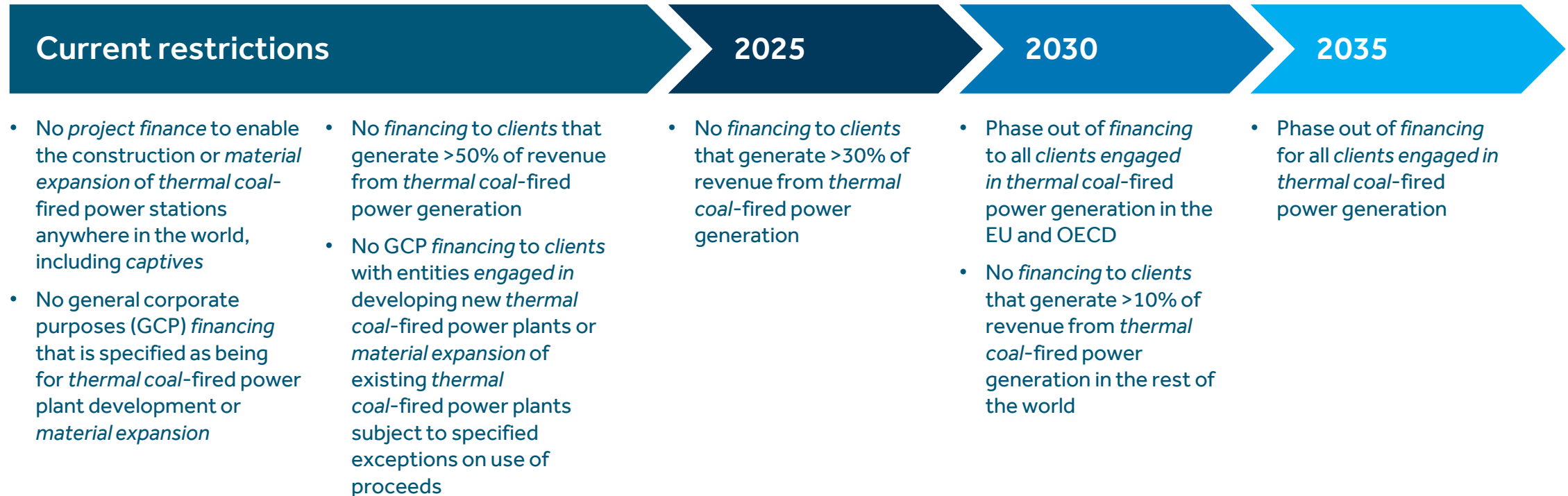


¹ For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | Words in italics are defined in the Climate Change Statement |



Restrictive policies – Thermal coal-fired power generation

Barclays' restrictions¹ on thermal coal-fired power generation at a glance



¹ For details on the exact scope and application of these restrictions please refer to the Climate Change Statement found at: home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | Words in italics are defined in the Climate Change Statement |



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

Ambition		Credibility				
Assesses clients' past, present and future emissions as a proxy for their emissions-reduction ambition		Assesses the critical and supporting qualitative elements of clients' transition plans as a proxy for the credibility of their plans				
Past Emissions	Evidence of progress in emissions over the last three years	Critical Criteria	Assessment of disclosed indicators that significantly impact the likelihood of achieving set target(s), such as governance indicators, use of low-carbon technologies, green spending plans, and expansion of carbon-intensive assets			
Present Emissions	Comparison of current BlueTrack™ emissions against target glidepaths		Assessment of the level of consistency given to transitioning their business, such as the use of offsets/credits, TCFD alignment and SBTi target validation submission			
Future Emissions	Assessment of client targets including projected emissions metrics and rates of change to 2030 and 2050	Supporting Criteria				
Sector-specific considerations						
Assesses transition-related elements that have not been addressed within the other sections						
Sector specific indicators		Unscored criteria				
Additional sector – specific factors that impact the strength of a transition plan		Factoring additional data points that might be beneficial for benchmarking purposes and/or for future reference				
Energy	Power	Just Transition Pilot				
• Methane commitments	• Coal phase-out plan	• Target set on gross basis				
Cement						
Ambition Score		Credibility Score				
A1 – A5		C1 – C5				
Client Transition Framework Score						
Best	T1	T2	T3	T4	T5	Worst

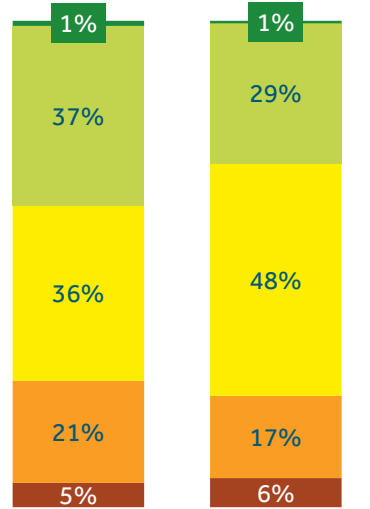
Client Transition Framework

- The CTF, first piloted in 2022, supports our evaluation of our corporate clients' current and expected future progress as they transition to a low-carbon business model
- During 2023 we expanded how CTF scores are used in support of our broader climate strategy
- CTF assessments are increasingly used to inform decision making across Barclays including:
 - Client engagement to understand how we can support clients' transition
 - Capital allocation
 - Business and credit appetite as we look to manage transition risks within our portfolio

Holistic reviews using CTF scores

- We completed CTF assessments covering over 1,250 counterparties in 2023 across our Power, Energy, Steel, Cement, Automotive Manufacturing and Aviation BlueTrack™ sector portfolios:
- 86% have a public emissions reduction target
 - Of which 38% in SBTi-eligible sectors have had their targets validated
- 67% have executive compensation tied to ESG progress
- 85% have board oversight of their transition plan

CTF Results^{2,3}



Energy portfolio²

78% of in-scope clients have a methane-reduction target



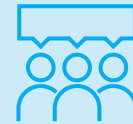
Power portfolio²

74% of in-scope clients will have phased-out coal by 2030



■ T1 (best) ■ T2 ■ T3 ■ T4 ■ T5 (worst)

Embedding the CTF to complete assessments



- Began client-specific engagement for those clients with CTF scores of T4 and T5, facilitated by a newly established **Client Transition Review Forum (CTRF)**¹



- Informed by the CTF, the CTRF **conducts holistic reviews** of our business appetite alongside the future client relationship potential



- These reviews help shape our forward financing appetite and determine how our coverage teams can best **engage on specific transition opportunities** and topics with clients



- **Reviewed over 300 client counterparties** at the CTRF, engaging with clients as appropriate, to help build awareness of the need to transition to a low-carbon business model and support them in their journey

¹ The CTRF consists of senior representatives from across Sustainable Finance, ESG & Sustainability, Climate Risk, Portfolio Management, and Banking and is chaired by the Head of Sustainable Finance | ² Charts & figures exclude clients determined to be out of scope for the CTF assessments | ³ Clients may have scores in multiple sectors but are included only once to avoid double-counting



Leveraging our financial expertise to facilitate sustainable finance

Progress against our commitments

Sustainable and Transition financing facilitated

\$67.8bn^Δ vs. target of \$1trn by end 2030

Green financing facilitated; target achieved seven years early

£113.7bn^Δ vs. target of £100bn by end 2030

1 Social

Includes financing for supranational, national and regional development institutions

\$32.4bn^Δ in FY23

2 Environmental

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

\$24.1bn^Δ in FY23

3 Sustainability-linked

Includes transactions with pricing mechanisms linked to various sustainability performance targets

\$10.9bn^Δ in FY23

4 Transition

Includes lending, capital markets and other financing solutions provided to clients for transition activities or technologies

\$0.4bn^Δ in FY23

Leading market positions in sustainable finance

#1 in UK ESG labelled bonds¹
(2022: #1)

#3 in EMEA ESG labelled bonds¹
(2022: #4)

^Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/

¹ Data source: Dealogic for all ESG labelled bonds across EUR, USD, GBP for the period covering 1 January 2023 to 31 December 2023 |



Expanding our activities through specialist financing teams and products

Barclays UK



Green Home and Buy-to-let Mortgages

- Mortgage offering lower interest rates for new-build properties with an EPC rating of A or B
- Over £3.5bn completed between 2018 and end of 2023



Greener Home Reward

- Extended registrations for the Greener Home Reward scheme, offering a cash reward of up to £2,000 for eligible residential mortgage customers who install eligible energy-efficiency-related measures in their homes



Green Asset Finance

- Fixed rate on range of eligible green assets
- Expanded our existing Asset Finance proposition via our partner Propel



Green Barclayloan for Business

- Launched in September 2023, the Green Barclayloan for Business offers no arrangement fees for lending above £25,000 on a range of eligible green assets

Corporate and Investment Bank

Energy Transition Group



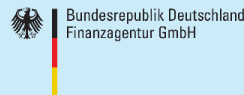
Joint Lead Book-Running Manager on \$734m IPO and \$662m first Follow-on offering of Nextracker, a leading provider of intelligent, integrated solar tracker and software solutions for utility-scale and distributed generation projects

Energy Transition Group



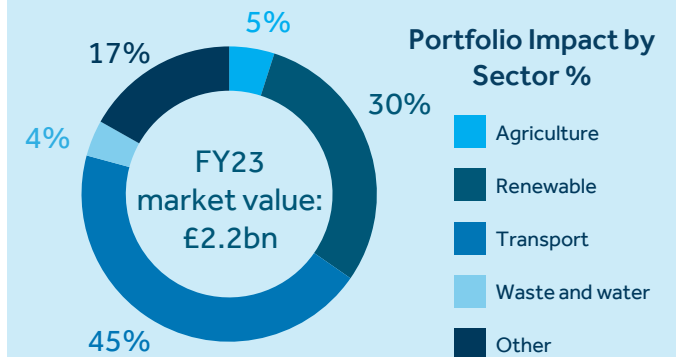
Placement agent on Ohmium International's \$250m Series C growth equity financing in April 2023 to support the expansion of its manufacturing capacity, deployment of projects for the company's growing global customer pipeline and capital to scale its business

Sustainable Banking Group



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 intended to support its transition towards a low-carbon, resource efficient and sustainable economy

Green bond investment portfolio





Sustainable Impact Capital: direct investments in climate innovation

Mission

The Sustainable Impact Capital Portfolio has a mandate to invest up to £500m into global climate technology companies by the end of 2027 with continued focus on decarbonisation technologies supporting transition within carbon intensive sectors



Investment principles

Invest in propositions that are **strategic, impactful and economic:**

Strategic	Supporting Barclays' goal of transiting its businesses, customers and communities to a net-zero and net-negative long-term operating model
Impactful	Achieving meaningful environmental benefits, particularly with respect to the evolving need for carbon reduction and carbon removal
Economic	Developing high-impact businesses that attract later-stage financing and achieve long-term commercial success

Portfolio as at 2023

- 80 ACRES
- HT MATERIALS SCIENCE
- SMARTER HEAT TRANSFER FLUIDS
- ZEDIFY
- PROTIUM
- Nuada
- Capturing the future
- ZERO AVIA
- Origami ENERGY TECHNOLOGY
- Agricarbon
- Naked Energy.
- ECONCRETE
- air protein.
- BrillPower
- RESPONSIBLE
- ENERGYDOME
- Our WORLD can't wait.
- AIREX
- SUNSWAP
- Deep Branch
- AEI
- Advanced Electric Machines
- GeoPura
- SaveMoney CutCarbon
- sustainable ventures

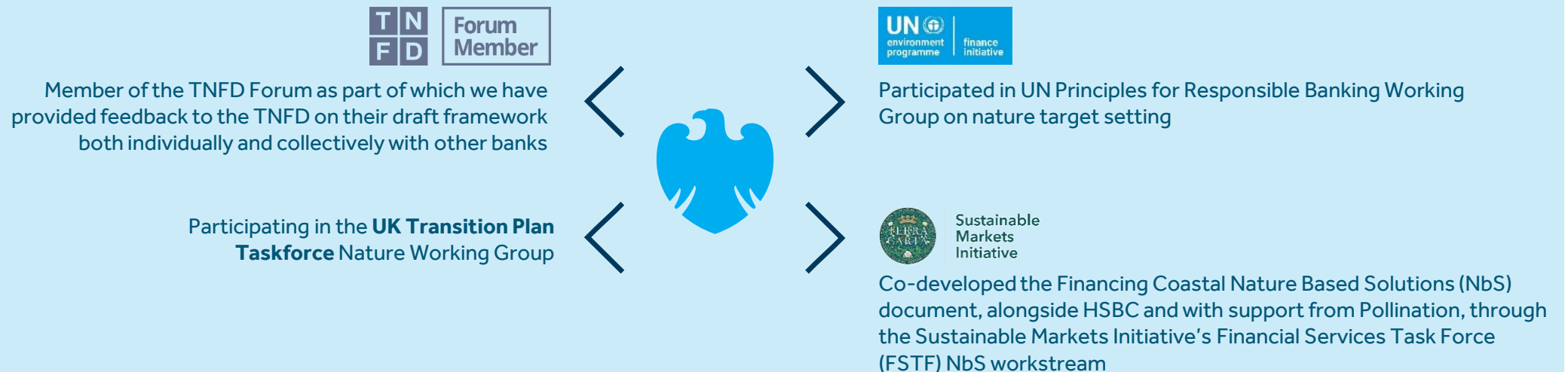
£138m invested under Sustainable Impact Capital as at end 2023, with a mandate to invest up to £500m by the end of 2027

Continued engagement on the transition towards a nature-positive economy

Addressing nature and biodiversity considerations in our financing and operations

- Financing restrictions that contribute to addressing 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. Key recent changes include:
 - Updated Forestry and Agricultural Commodities Statement in Q2 23, with enhanced requirements for clients involved in palm oil and soy and the inclusion of clients involved in South American beef production and primary processing
 - Updated Climate Change Statement in Q1 24 with new restrictions in relation to financing of Amazon oil and gas, and new EDD requirements for biomass power sector, to include consideration of sustainable sourcing of feedstock
- Undertaken further work to develop our understanding of nature-related risks and how these relate to different industry sectors, including development of an updated heatmap
- An ambition to achieve and maintain TRUE (Total Resource Use and Efficiency) zero waste certified projects across our key campuses¹, including a milestone of 90% diversion of waste away from landfill, incineration and the environment by the end of 2035

Actively engaging with emerging industry and cross-sector initiatives



¹ Key campuses include 1 Churchill Place, Radbrooke, Northampton, Glasgow, Pune, Whippany, 745 7th Avenue and Dryrock |

We have continued to develop our approach on just transition

Barclays continues to acknowledge the role financial institutions play in supporting a just transition

Just transition

During 2023 we continued to see progress on just transition, with efforts from policymakers, industry initiatives, civil society and the private sector

- Piloted our approach to just transition in our **Client Transition Framework** with 40% of assessed clients committing to a just transition
- Barclays UK launched a pilot with our **strategic partner, British Gas:**
 - Aiming to support thousands of customers experiencing low financial wellbeing in accessing support with their energy bills and relevant grants to make energy-efficiency related improvements to their homes

Continued engagement with major initiatives and organisation of thought leadership events and discussions



- Barclays is a **Founding Funder of LSE's Just Transition Finance Lab**, which launches in February 2024
- As part of our participation in the **LSE Financing a Just Transition Alliance (FJTA)**, we contributed to the report 'Sowing seeds: How finance can support a just transition in UK agriculture'
- During **New York Climate Week** Barclays hosted an event with **UNEP FI, Ceres** and the **Boston Consulting Group**, bringing together leaders in the sustainability and finance space to discuss the role finance can play in ensuring an equitable climate transition

During **COP 28** Barclays co-hosted and organised three events alongside its partners:

1. **with LSE** discussing the barriers to investing in emerging markets and mobilising debt markets;
2. **with Ceres** on the regional approach to financing a just transition; and
3. **with BCG and Ceres** on whether financial institutions can facilitate a just transition through cleantech financing and green jobs

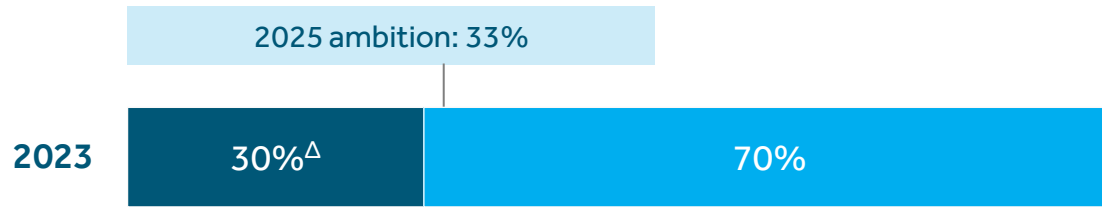


Social

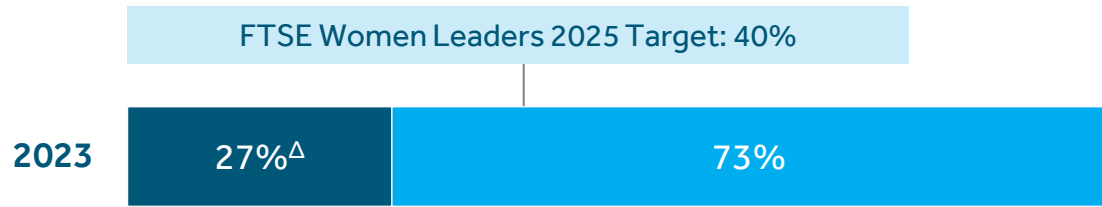
We are making progress against our DEI ambitions

Gender

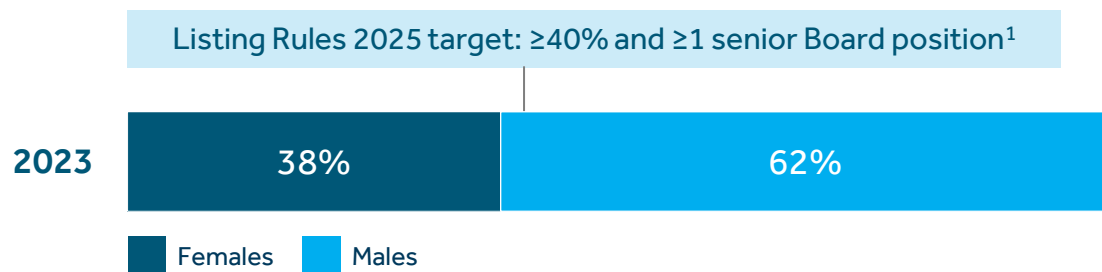
Females at Managing Director / Director level



Female Group ExCo and ExCo direct reports

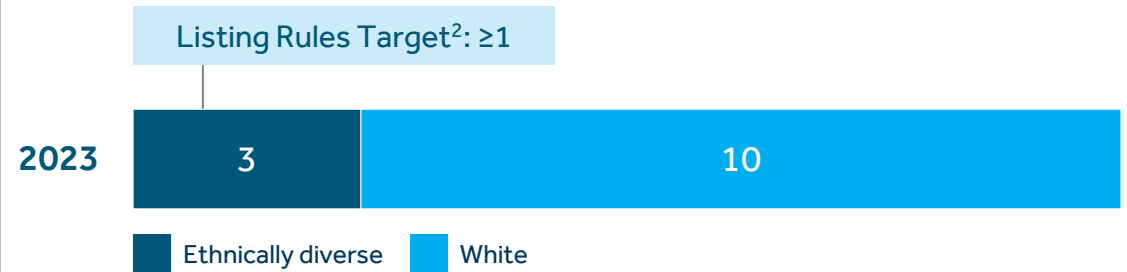


Females on Board of Directors



Underrepresented Race and Ethnicity

Members of the Board from an ethnically diverse background



Underrepresented Ethnicity Ambitions

- Increase the population of MDs in UK and US from underrepresented³ ethnicities by at least 50% by 2025 vs. 2022 baseline
- Increase number of underrepresented³ ethnicity employees in UK by a further 12.5% by 2025, after exceeding previous 5% increase ambition two years early
- Increase number of underrepresented³ ethnicity employees in US by a further 5% by 2025, after exceeding previous 21% increase ambition two years early

^Δ 2023 data subject to independent limited assurance under ISAE (UK) 3000 and ISAE3410. Current limited assurance scope and opinions can be found within the ESG Resource Hub: home.barclays/sustainability/esg-resource-hub/reporting-and-disclosures/ | ¹ As set out in the set out in the Listing Rules, FTSE Women Leaders Review and our Board Diversity and Inclusion Policy | ² As set out in the Listing Rules, the recommendations contained within the Parker Review Committee Report into the Ethnic Diversity of UK Boards and the ethnic diversity target in the Board Diversity and Inclusion Policy | ³ We define underrepresented colleagues. In the UK, this group includes individuals who are Black or multiracial. In the US, this group refers to individuals who are African American/Black, multiracial, Hispanic/Latinx, Native Alaskan/Native American, or Native Hawaiian/Pacific Islander |

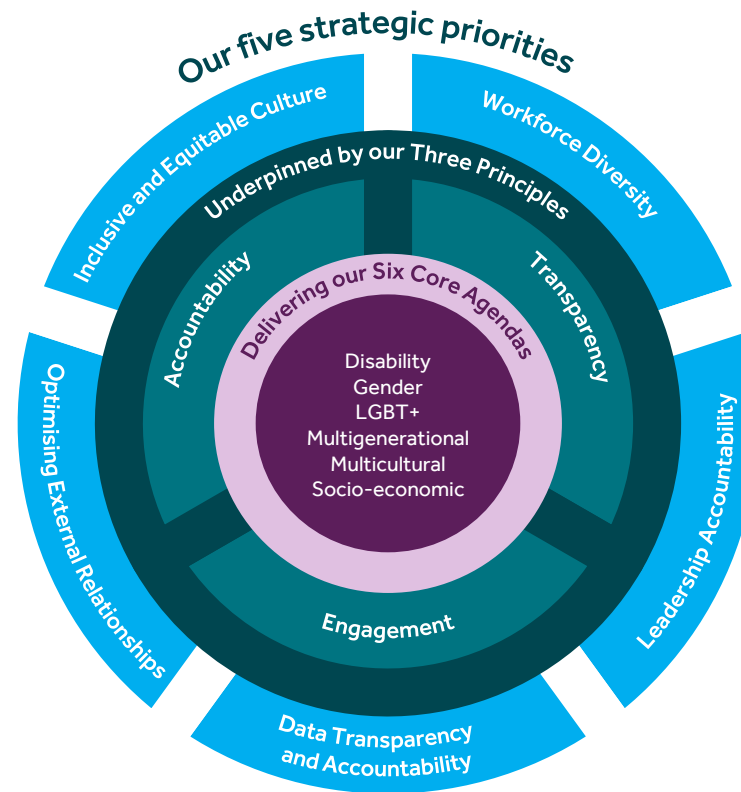
Executing our DEI strategy¹: Five strategic priorities, through six core agendas

Inclusive and Equitable Culture

- Creating an inclusive and equitable culture helps retain our diverse talent and ensures equity of opportunity
- Continuing to build on a culture where colleagues are comfortable at work and supported at every step of their career

Optimising External Relationships

- Developing relationships with external partners to challenge our thinking, leverage best practices and access diverse pools of talent
- We partner with organisations across all six agendas in each of the regions where we operate



Workforce Diversity

- Attracting, developing and retaining talent that represents the communities we serve is key to improving the diversity of our workforce
- Our approach focuses on two areas: **developing diverse talent pipelines** and **providing all colleagues with the tools and support they need to succeed and progress**

Leadership Accountability

- Our leadership plays an important role in accelerating our DEI journey and **meeting the rising expectations of colleagues, customers, clients and communities**
- To help enact change from the top, in 2022 sponsors from the Group Executive Committee were appointed to champion an agenda across Barclays

Data Transparency and Accountability

- Transparency of data allows senior leaders to make informed decisions, and the ability to track progress in numbers keeps us accountable
- We are developing our internal capabilities to better collect, analyse and leverage data while also making external disclosures that reflect our commitment to transparency

¹ Aligned to our 2022 DEI report published in July 2023. We will provide an update on our DEI progress in the 2023 DEI report, due to be published during 2024 |

FY23: Investing in our colleagues, strengthening our business and culture

Early careers

- Times Graduate Employer of Choice Award – Finance category
- Times Top 100 Graduate Employers – Top 10
- Our undergraduate Discovery Diversity Programme focused on showcasing successful career paths for underrepresented minorities. These hiring programmes have helped drive applications from a diverse pool of candidates

#1

ranked in the LinkedIn
Top Companies UK 2023 list

1,177

Graduates hires in 2023
(2022: 841)

36%

Female graduate hires
(2022: 36%)

Developing our colleagues

- Continued to deliver our flagship leadership development programmes: the Enterprise Leaders' Summit, our Strategic Leaders Programme, and our award-winning Aspire programme
- Relunched our talent ambition in 2023 to focus on the skills and capabilities we require for the future
- Set the benchmark for what it means to lead at Barclays through our refreshed leadership framework

22

Training hours on average
per annum per employee
(2022: 17)

45%

Female promotion rate
(2022: 45%)

Listening to our colleagues

- Our regular all-colleague Your View surveys give individuals the opportunity to share their views on how they find working at Barclays
- Colleague engagement increased +2ppts to 86%
- Our broader Continuous Learning Strategy includes pulse surveys deployed throughout the employee lifecycle, capturing insights that help us improve the colleague experience

88%

Wellbeing index
(2022: 86%)



83%

Inclusion index
(2022: 82%)



86%

of colleagues "would recommend Barclays
to people they know as a great place to work"
(2022: 85%)

Supporting our customers and clients

Cost of Living support

SMS messages sent to 1.4m retail customers, offering a conversation to provide support and help

- Enhanced the tools and information available to our customers via our **Money Management Hub** – helping customers better understand their spending and the steps they can take to improve their financial wellbeing
- Launched our **Money 1:1** service, providing customers with personalised financial coaching sessions with specially-trained **Barclays Money Mentors**[®]

SMEs

Over 900 masterclasses provided through our Health Pledge Hub, discussing relevant topics facing small businesses today

- Entrusted by the UK Government with a **£12m Digital Growth Grant** to support 20 national programmes and more than 8,000 business interventions
- Eagle Labs added **nine new locations in 2023**, bringing the total number of business incubators up to 37, and supported over 4,500 businesses

Retail

Expanded Barclays Local by more than 159 new sites and now have 351 sites in total, in addition to 306 branches and 16 mobile service points

- Barclays acquired **Kensington Mortgages**, serving fast-growing customer groups including the newly self-employed, contract workers, borrowers with multiple sources of income, and those with a weaker credit history
- Helped **c.33,000 first-time buyers** get onto the property ladder in 2023, despite the challenging market

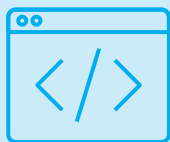
Cyber and digital trust

Founding member of Stop Scams UK – a cross industry group aimed at making it harder for scammers to operate

- For each of the 50 million+ payments our UK customers make every month, our **fraud detection systems and machine learning models** determine in less than a second if it is likely to be a fraudster
- **Member of 'Do not originate'** scheme, a partnership with the telecommunications industry, UK Finance and Ofcom to protect customer phone numbers
- Barclays has one of the lowest scam rates and highest reimbursement rates in the industry¹

¹ Source: PSR report, October 2023, www.psr.org.uk/information-for-consumers/app-fraud-performance-data/

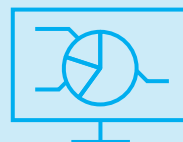
Unlocking skills and employment in the communities we operate in



Building digital skills

Over 622,000 people upskilled in 2023 via our Digital Eagles Programme, enabling people to be confident with technology and stay safe online

- Code Playground – providing children a start in coding
- Digital Wings – free online learning platform for digital education with >144,000 registered users and >58 hours of learning content
- 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

Celebrating the 10th anniversary of Barclays LifeSkills

- Barclays' LifeSkills programme has been delivering a positive impact in UK communities for a decade, helping millions of people develop the vital employability and financial skills they need to succeed at work, thrive in the digital age and better manage their money
- Through the next chapter of our LifeSkills programme, Barclays has committed to upskilling 8.7 million people and placing 250,000 people into work by the end of 2027
- Barclays' Military and Veterans Outreach programme provides support to service personnel, veterans and their families to develop the skills they need to transition to civilian life, build careers beyond the military and grow their own businesses



Creating opportunities through sport

Delivered for our communities with the Wimbledon Foundation

- Leveraged Barclays LifeSkills to expand the UK Set for Success programme and launched the Barclays Net Work employability programme in the US
- The UK Set for Success programme aims to support 3,900 people in 30 regions across the UK over the next four years
- As official Banking Partner of The Championships, Wimbledon, Barclays made the largest ever partner donation to the Wimbledon Foundation¹
- BCFF² supported >2,900 organisations in 2023, engaging >400,000 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

¹ Source: Wimbledon.com/en_GB/news/articles/2022-11-22/barclays_announced_as_official_banking_partner_of_the_championships_wimbledon_from_2023.html | ² Barclays Community Football Fund |

Continue to enhance and further embed our approach to human rights

During 2023 we worked towards two important milestones for our human rights work

Saliency Assessment for Corporate and Investment Bank...

Gathered a range of perspectives through engagement with internal and external stakeholders, including experts¹, to understand the most salient human rights risks to people connected to the CIB² financing portfolio

1. **Engaged with ten CSOs³** on the intersection between financial institutions and human rights, identifying a list of human rights impacts
2. **Prioritised impacts** through consideration of the relative severity of the impacts on people and their likelihood of occurrence
3. **Finalised our five salient human rights issues⁴**, which will inform our plans to enhance our approach to managing human rights risks connected to our CIB financing portfolio

...informing updates to Barclays' Statement on Human Rights⁵

The Statement seeks to reflect our evolving approach to human rights and align with the relevant normative frameworks, in particular the UN Guiding Principles on Business and Human Rights

1. **Reiterates our commitment** to respecting human rights as defined in the International Bill of Human Rights and the ILO Declaration⁶
2. **Guided** by the UNGPs⁷ and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct
3. **Incorporates our Focus Areas for Progress**, which sets out our plans to enhance our approach to respecting human rights

Focus Areas for Progress



Corporate Culture

Strengthen a culture of respect for human rights



Saliency Assessments

Identify salient issues beyond CIB



Policies and EDD

Enhance sustainability policies and Enhanced Due Diligence to reflect salient issues for CIB



Just Transition

Support a transition to a low-carbon economy which accounts for the social risks as well as the opportunities



Remedy

Develop our approach to remedy

¹ Shift, a non-profit and leading centre of expertise on business and human rights | ² Corporate and Investment Bank | ³ Civil Society Organisations | ⁴ These include Human Impacts of Climate Change and the Energy Transition, Indigenous Peoples, Land Rights, Modern Slavery, and Weapons and Dual-use Technology Exports | ⁵ Human-Rights related statements are available at: www.home.barclays/sustainability/esg-resource-hub/statements-and-policy-positions/ | ⁶ International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work | ⁷ UN Guiding Principles on Business and Human Rights |

Supporting businesses and fostering entrepreneurship

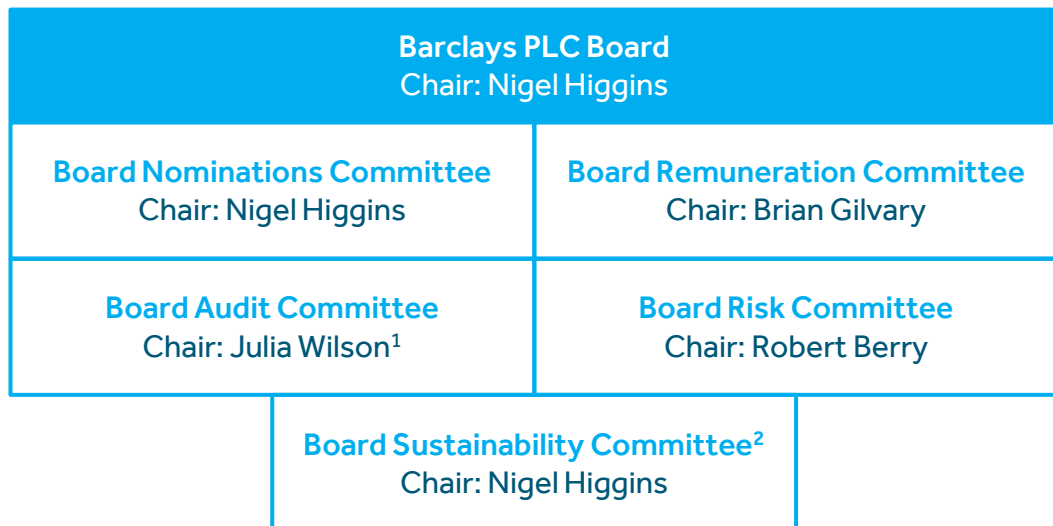
Programme	Description	Mission	Scale/Goal
 <small>Created by</small> 	<ul style="list-style-type: none"> • FinTech workspaces in London and New York • Global virtual community providing access to mentoring, thought leadership and growth opportunities 	<ul style="list-style-type: none"> • To connect technology, talent and trends across the Rise ecosystem to accelerate innovation and growth 	<ul style="list-style-type: none"> • Over 140 Rise onsite companies globally
 <small>Created by</small> 	Start-Up Academy <ul style="list-style-type: none"> • 10-week digital-first programme to help emerging founders go from proposition to launch 	<ul style="list-style-type: none"> • To support emerging founders to refine their Minimum Viable Product (MVP) through weekly activities and workshops 	<ul style="list-style-type: none"> • To have supported 250 founders by the end of 2025
 <small>Created by</small> 	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 high-growth FinTechs and transition their founders into CEOs 	<ul style="list-style-type: none"> • To have supported 50 FinTechs by the end of 2025
  <small>Funded by UK Government</small>  Black Venture Growth Programme	<ul style="list-style-type: none"> • Programme dedicated to focusing on growth and removing barriers to fundraising through targeted support 	<ul style="list-style-type: none"> • Accelerating growth for bold founders 	<ul style="list-style-type: none"> • Cohort of 20 businesses supported as of 2023
	<ul style="list-style-type: none"> • A network made up of member businesses, partners, investors, corporates, mentors, banking expertise and so much more 	<ul style="list-style-type: none"> • To help incubate, inspire and educate UK founders, start-ups and scale-ups and help them to succeed and grow 	<ul style="list-style-type: none"> • Supported c.13,800 businesses
   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"> • Championing diversity in entrepreneurship 	<ul style="list-style-type: none"> • 4 cohorts to date, ahead of 2024 cohort launch in June 2024
 <small>Funded by UK Government</small>   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"> • >100 applications received to date; cohort of 40 businesses supported as of end December 2023
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
 <small>Created with</small> 	<ul style="list-style-type: none"> • Global programme to support high-growth entrepreneurs that seek to address pressing social and environmental challenges 	<ul style="list-style-type: none"> • To help entrepreneurs build strategic relationships and solve key challenges facing their business in order to help them scale 	<ul style="list-style-type: none"> • Supported over 300 businesses by end 2023 • To support 200 businesses from 2023 to the end of 2027



Governance

Strong Board Governance

Board Governance Framework

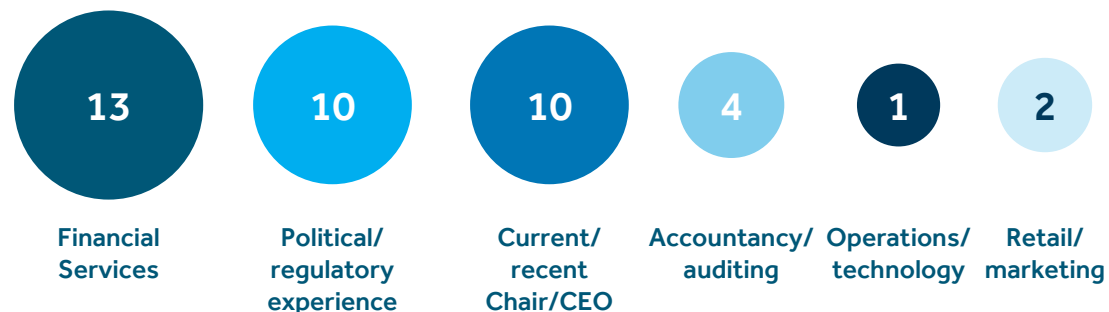


Length of tenure³ (Chairman and Non-Executive Directors)



Board Experience⁴

Industry and leadership experience (no. of Directors)



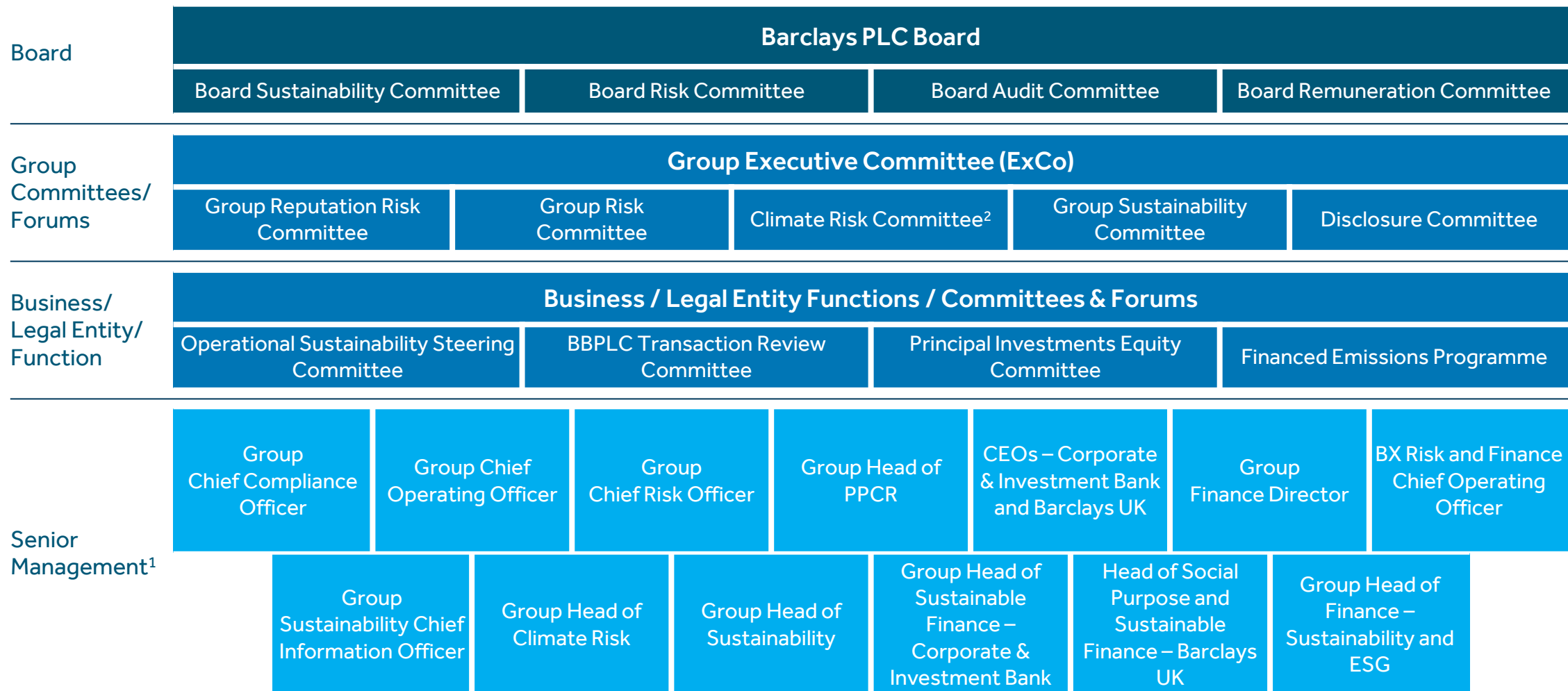
International experience (no. of Directors)



¹ Julia Wilson succeeded Mike Ashley as Chair of the Board Audit Committee with effect from 1 April 2023 | ² Established in Q123 | ³ Tenure as at 31 December 2023. Please note that 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 | ⁴ Per the Board composition as at 31 December 2023 | ⁵ Please refer to page 156 of the Barclays PLC Annual Report 2023 for the Board Nominations Committee report, in relation to the tenure and continued independence of Tim Breedon, who has served on the Board for more than nine years |

Climate and sustainability governance

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



¹ The presentation of senior management is not directly aligned to the committees / forums upon which they reflect | ² Climate Risk Committee is a sub-committee of Group Risk Committee

Remuneration for our Executive Directors is linked to non-financials

2024 annual bonus

Performance measure	Weighting
Profit before tax (ex. material items) with an underpin on CET1 ratio ¹	50%
Total operating expenses at specific FX (ex. material items)	10%
Personal objectives	15%
Strategic non-financials	25%
Of which:	
• Climate & sustainability	5%
• Customers & clients	5%
• Colleagues	5%
• Risk & operational excellence	10%

2024-2026 LTIP awards

Performance measure	Weighting
2026 RoTE (ex. material items) with an underpin on average 2024-2026 RoTE ²	30%
Average cost: income ratio (ex. material items)	10%
Maintain CET1 ratio within the target range ³	10%
Relative total shareholder return	20%
Strategic non-financials	30%
Of which:	
• Climate & sustainability	15%
• Customers & clients	5%
• Colleagues	5%
• Risk & operational excellence	5%

¹ 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 | ² Pay-out of this element will also depend on the average RoTE (ex. material items) over the performance period. If average RoTE is less than 10%, the Committee will consider the reasons why and determine what portion, if any, of this element of LTIP should vest | ³ CET1 ratio target range is 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

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

Promoting respect, diversity, wellbeing 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

Customers and clients

Delivering world-class 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
- Offer good value and deliver this via world-class service, every time

Society

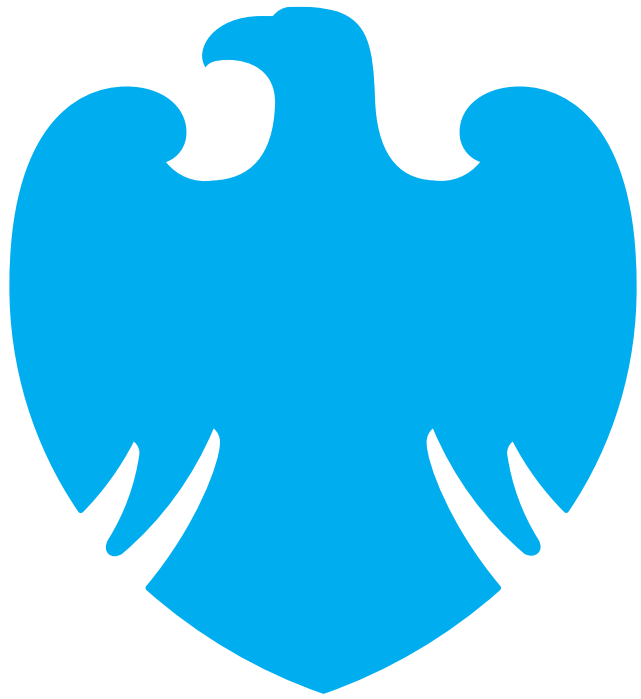
Focused on the areas where we can have the greatest long-term impact

- 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



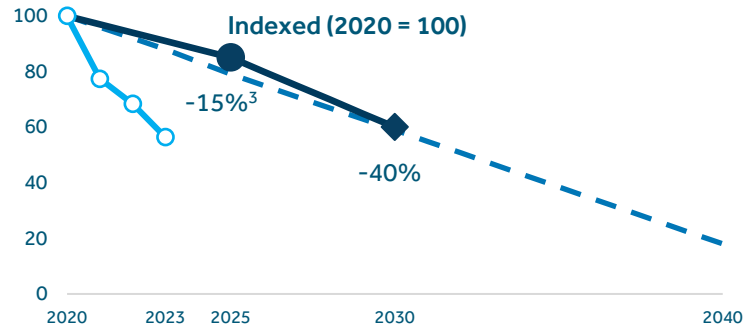
Appendix

FY23 progress against our existing sector targets

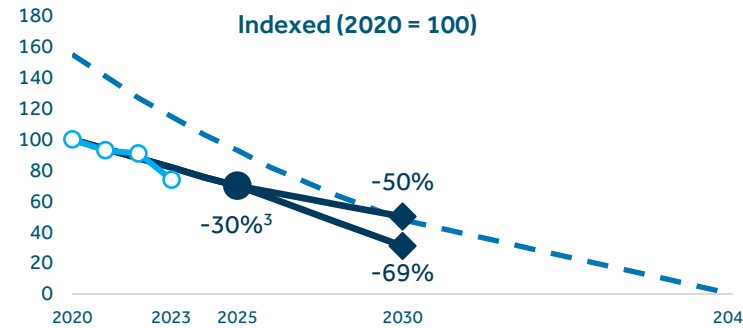
As part of our commitment under the NZBA¹, we have set targets for material² high-emitting sectors in our portfolio

Progress against our existing sector targets

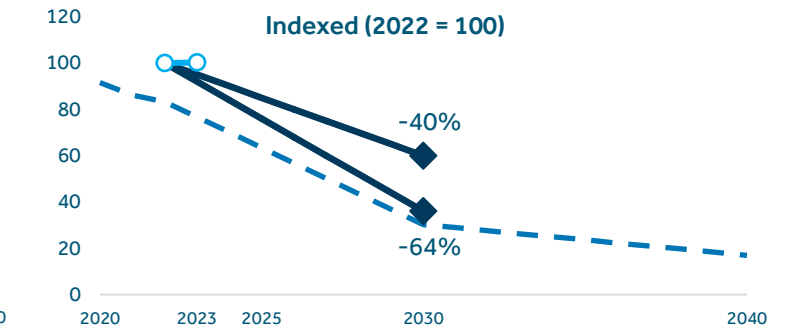
Energy: -44% vs. 2020 baseline



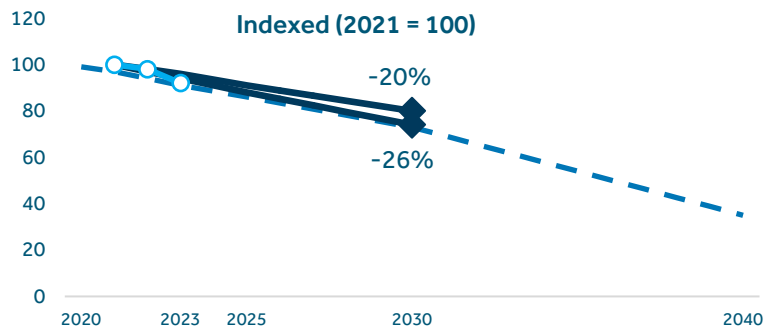
Power: -26% vs. 2020 baseline



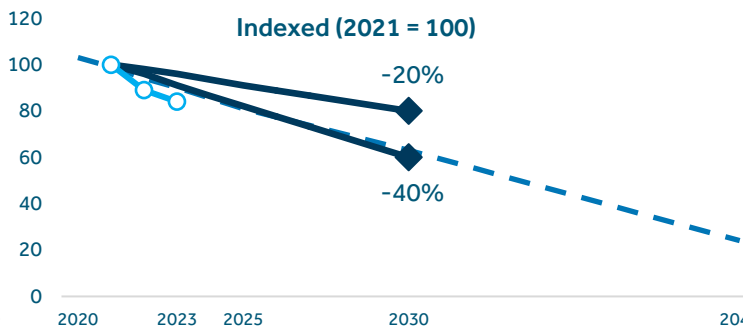
Automotive Manufacturing: 0% vs. 2022 baseline



Cement: -8% vs. 2021 baseline



Steel: -16% vs. 2021 baseline



New sectors assessed in 2023

See next slide for details

— — Reference scenario
 — — Portfolio target path
 —○— Barclays' portfolio
 ● 2025 emissions reduction targets
 ◆ 2030 emissions reduction targets

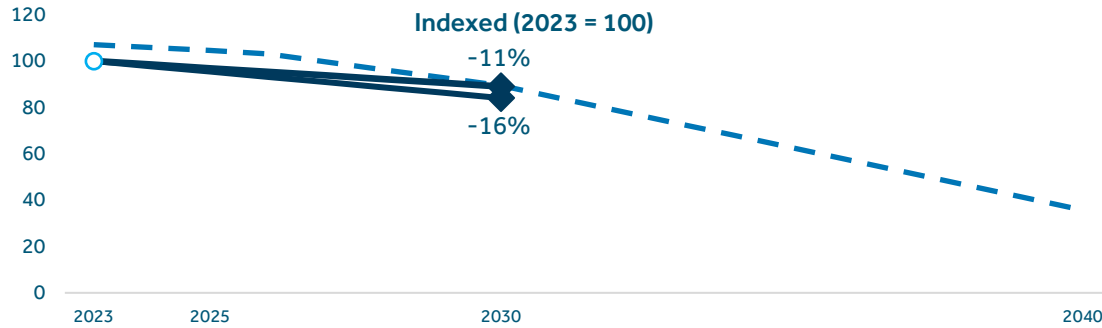
¹ Net-Zero Banking Alliance | ² As defined in Foundations of Climate Mitigation Target Setting published by the UNEP Finance Initiative (<https://www.unepfi.org/wordpress/wp-content/uploads/2022/05/Foundations-for-climate-mitigation-target-setting.pdf>) | ³ 2025 targets based on IEA SDS Benchmark OECD, 2030 targets based on IEA NZE2050 scenario

FY23 progress against new sectors assessed

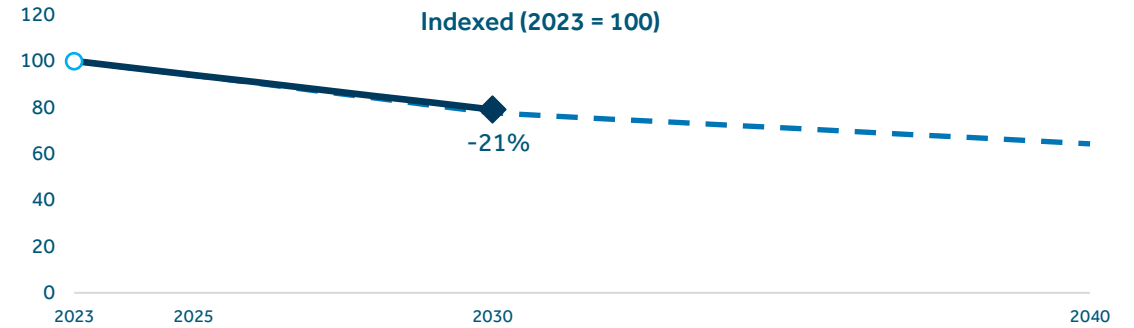
We have expanded the sectors covered by BlueTrack™

New sectors assessed in 2023

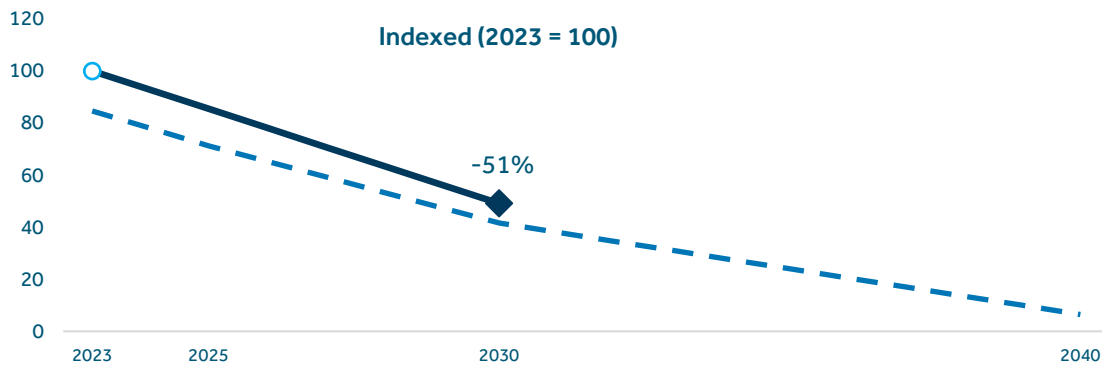
Aviation: Set new 2030 target of **-16%** vs. 2023 baseline



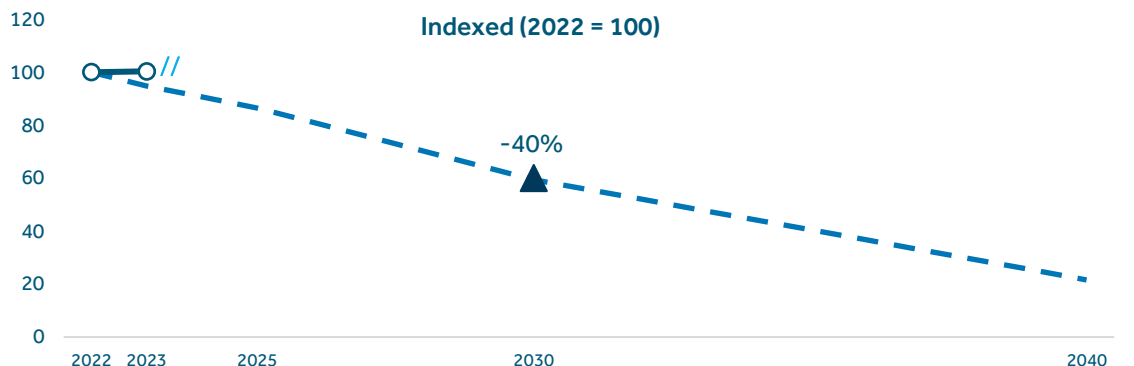
Agriculture: Set new 2030 target of **-21%** vs. 2023 baseline



UK Commercial Real Estate: Set new 2030 target of **-51%** vs. 2023 baseline



UK Housing: Set new 2030 convergence point of **-40%** vs. 2023 baseline



--- Reference scenario
 — Portfolio target path
 ○ Barclays' portfolio
◆ 2030 emissions reduction targets
 ▲ 2030 convergence point

—○ Progress in 2023 for previously announced UK Residential Real Estate convergence point
// Dec 2023 baseline for new UK Housing convergence point

CTF Energy Portfolio Score Descriptions

Score	Description
T1 (best)	Clients are fully aligned with our NZE targets. This requires net zero targets (NZE 1.5°C-aligned or equivalent) across all relevant scopes, including Use of Sold Product (Scope 3, Category 11) by 2050 (for Energy), evidence of strong progress already made, and disclosures of advanced planning to reduce emissions further
T2	Clients have targets across all relevant scopes and strong plans but may be missing some of the clarifying details of a T1 plan – or may not have demonstrated strong steps taken to date
T3	Clients may have very ambitious targets but lack the details to evidence that they will achieve it, a weak target but robust disclosures evidencing that they will achieve it, or a combination thereof. Energy clients without Scope 3 disclosures and Scope 3 targets cannot achieve better than T3
T4	Clients have poorly disclosed plans. They generally have some combination of targets that are weaker than the scenarios require, disclosures lacking in detail, or limited evidence that steps are already being taken
T5 (worst)	Clients have the default and lowest score. These clients provide limited publicly available information on their sustainability targets and strategy. A client must have publicly demonstrated transition planning including some evidence of their historic, current and future emissions reduction efforts to score better than T5

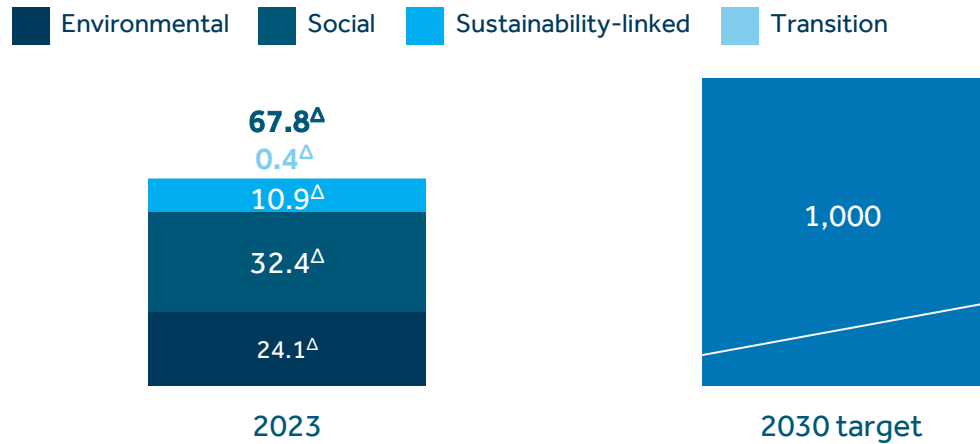
FY23 progress against our sustainable financing targets

Facilitating finance for our clients and customers

Green financing (£bn)

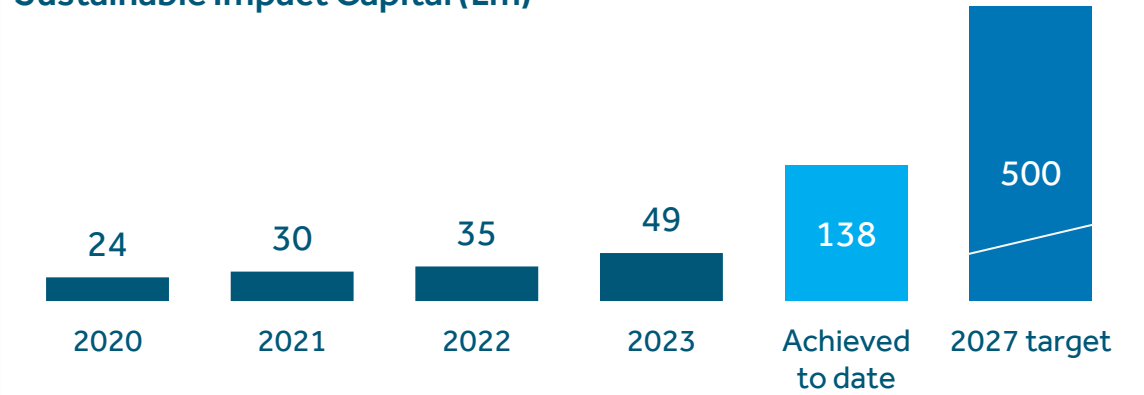


Sustainable and Transition financing (\$bn)

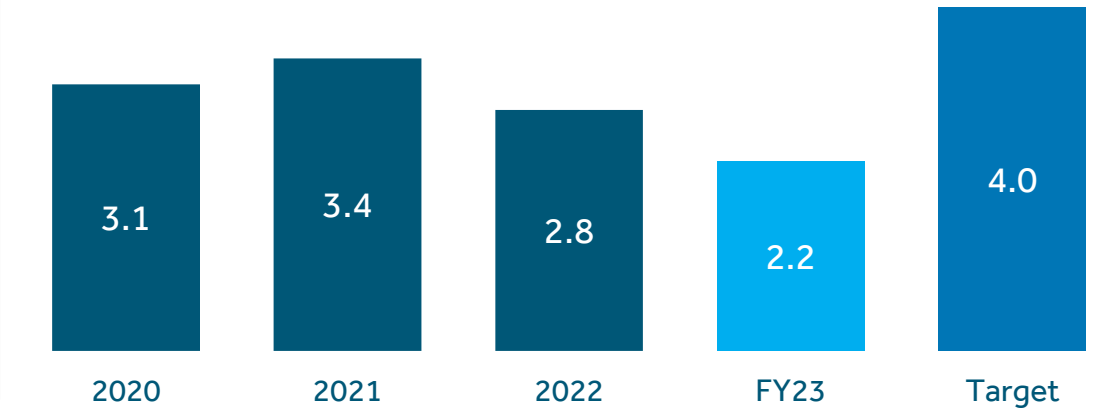


Making direct investments

Sustainable Impact Capital (£m)



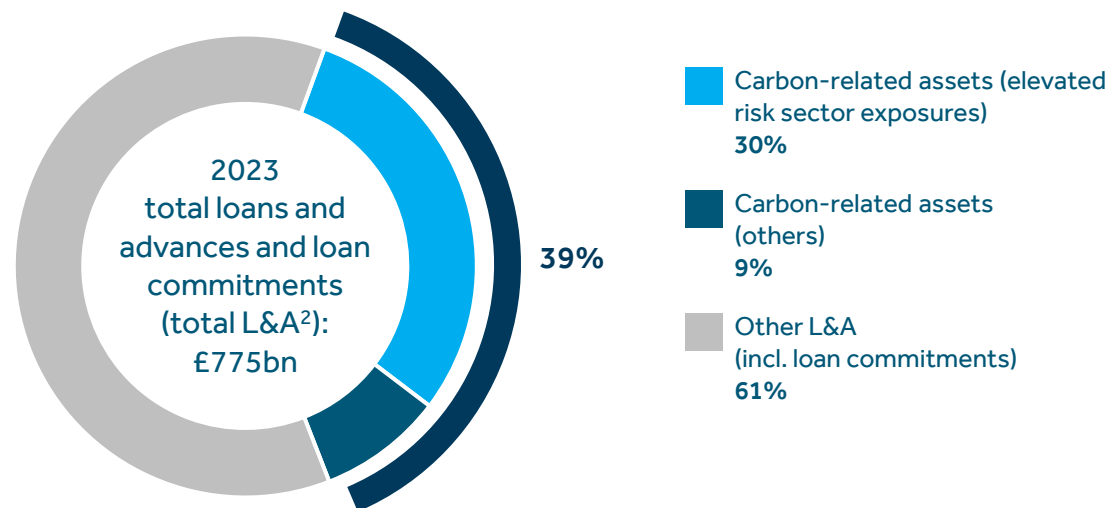
Green bond investment portfolio (£bn)



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

Lending portfolio

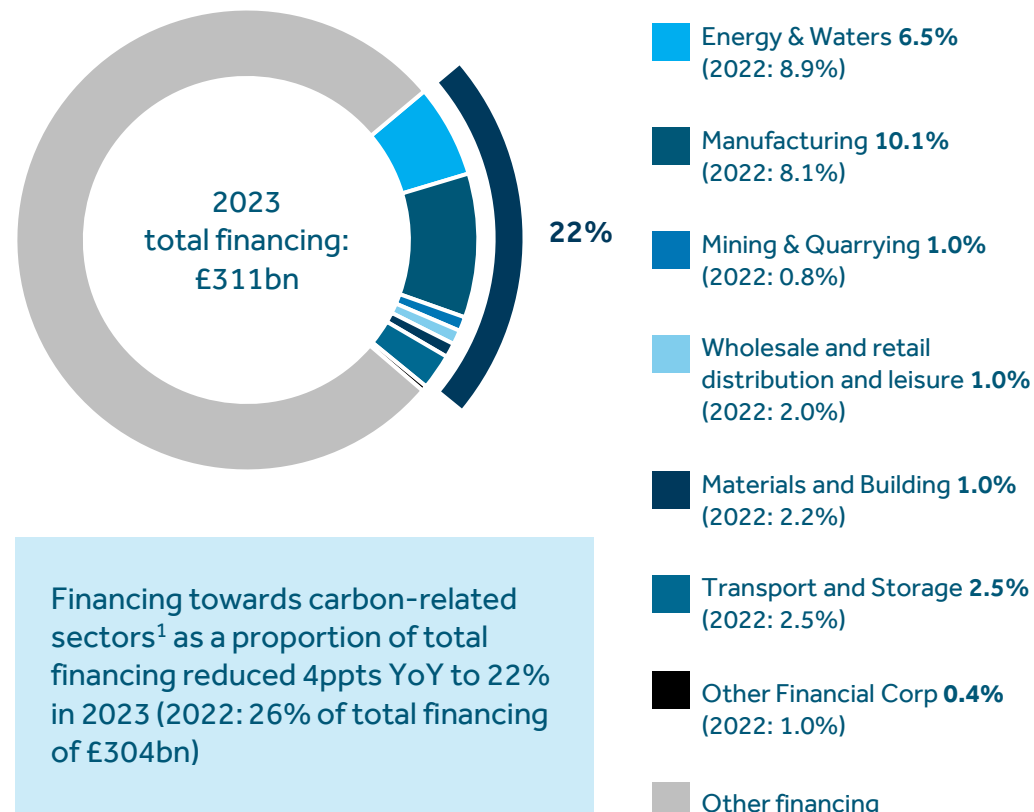
Carbon-related assets



£bn	2022	2023	YoY
Carbon-related assets	311.7 (40% of total L&A)	298.6 (39% of total L&A)	-4% (-1ppt)
o/w: elevated risk sector exposures	239.8 (31% of total L&A)	230.8 (30% of total L&A)	-4% (-1ppt)
Total L&A ²	780.8	774.7	-1%

Capital markets financing

Carbon-related sectors¹ in wholesale credit



Financing towards carbon-related sectors¹ as a proportion of total financing reduced 4ppts YoY to 22% in 2023 (2022: 26% of total financing of £304bn)

¹ The sectors have been represented based on the standard nomenclature of economic activities (NACE codes) this year | ² L&A balances presented include loans & advances, and loan commitments. Loan commitments excludes fair value exposures of £15,203m in 2023 and £13,471m in 2022 |



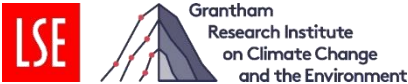


Our ESG ratings performance

Agency	Rating type	Scale (best to worst)	2019	2020	2021	2022	Current ¹
 MSCI	MSCI ESG rating	AAA – CCC	BBB	A	AA	AA	AA
 CDP	CDP Climate Change Questionnaire	A – D-	A-	B	B	A-	B
 S&P Global	S&P Global Corporate Sustainability Assessment (CSA)	100 – 0	70 (77th percentile)	77 (88th percentile)	78 (92nd percentile)	75 (95th percentile)	59 (90th percentile)
 ISS ESG	ISS ESG Corporate Score	A+ – D-	C-	C-	C-	C-	C
	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	100 – 0	48 (limited)	49 (limited)	55 (robust)	55 (robust)	62 (advanced)
 FTSE Russell	FTSE Russell ESG Rating	5 – 0	4.8 (97th percentile)	4.7 (94th percentile)	4.2 (92nd percentile)	4.7 (98th percentile)	4.7 (99th percentile)






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

¹ Excluding CDP, 'current' scores are accurate as of 1 January 2024. Barclays' 2023 CDP score was announced 6 February 2024 | Copyright © 2023 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 (1/3)

Theme	Industry collaboration	Barclays' involvement/additional information
Multi thematic	Sustainable Markets Initiative	 Sustainable Markets Initiative <p>Barclays is a member of the Sustainable Markets Initiative's (SMI) Financial Services Task Force (FSTF). The Sustainable Markets Initiative was launched in 2020 by His Majesty King Charles III, when he was Prince of Wales. Barclays has co-led the Net Zero working group since 2021 and in 2023 co-led the Nature-based Solutions (NbS) working group. We co-hosted a series of FSTF workshops at London Climate Action Week and New York Climate Week contributing towards the launch of the Coastal Nature-based Solutions Practitioner's guide in November 2023</p>
	UK Transition Plan Taskforce (TPT)	In 2023 Barclays contributed to the Transition Plan Taskforce (TPT)'s publication of sector-agnostic and sector-specific guidance documents. This included taking part in the TPT Sandbox, participating in the Banking, Metals & Mining, Food & Beverage, Nature and Just Transition working groups, and providing expert reviews for the Oil & Gas working group
	United Nations Environment Programme – Finance Initiative (UNEP FI)	 <p>Barclays has been a member of United Nations Environment Programme – Finance Initiative (UNEP FI) for over 20 years and was a founding signatory of the UN Principles for Responsible Banking (PRB) as well as joining the Net-Zero Banking Alliance in 2021. From 2021 Barclays Group Head of Sustainability has been a member of the global UNEP FI Banking Board and the European Regional Board, and our CEO joined the Leadership Council in 2022. Throughout 2023 Barclays has contributed to the PRB 2030 process, a strategic project to further develop the UN PRB framework, and participated in the Nature Target Setting Working Group – helping build guidance and inputting on case studies</p>
Just transition	LSE/Grantham Institute	 <p>Barclays joined over 40 financial institutions and stakeholders to form the Financing a Just Transition Alliance in 2021. In 2023 we contributed to a report titled 'Sowing seeds: How finance can support a just transition in UK agriculture', which was designed to increase understanding across the financial sector of how it can support a just transition in agriculture by mobilising more finance towards companies committed to and making progress to support a 'just nature transition'. Barclays became a Founding Funder of the Just Transition Finance Lab, launched on 20 February 2024</p>
	Ceres	 <p>Barclays has been an active member of the Ceres Company Network since 2019. In 2023 we partnered with Ceres to conduct a stakeholder engagement as a follow up to the research Ceres conducted in 2022 on our just transition strategy. We additionally co-hosted a series of just transition-focused workshops at both New York Climate Week and COP28</p>
Nature and Biodiversity	Taskforce on Nature-related Financial Disclosures (TNFD) Forum	 <p>Barclays is a member of the Taskforce on Nature-related Financial Disclosures (TNFD) Forum, a consultative network of institutional supporters who share the vision and mission of the TNFD. Throughout 2023 we actively provided feedback on the draft TNFD disclosure guidance, which was officially launched in September 2023</p>

Barclays engages extensively in cross-industry initiatives (2/3)

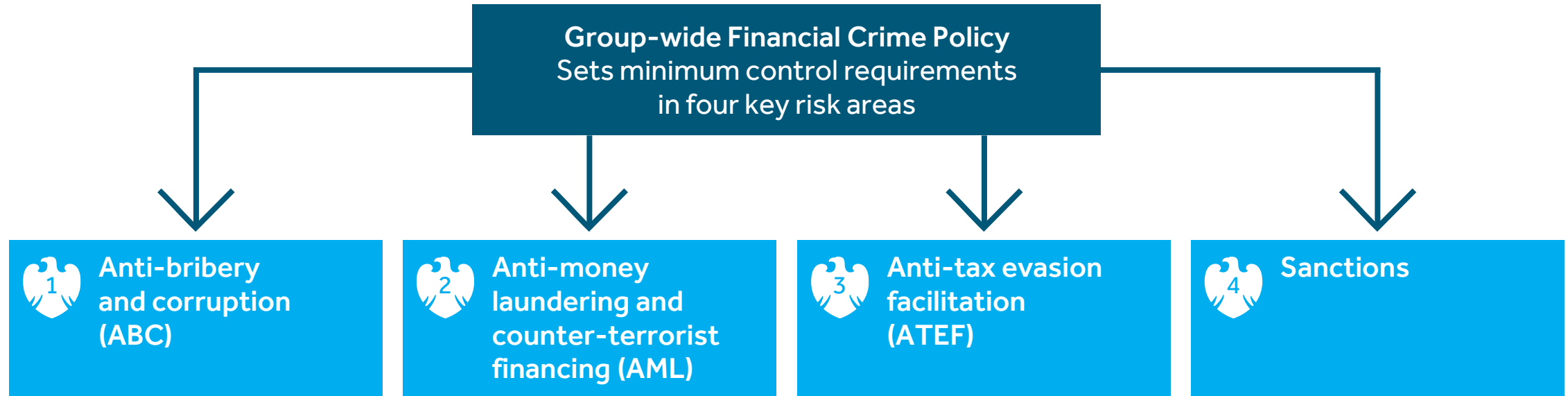
Theme	Industry collaboration	Barclays' involvement/additional information
Climate and sustainability	<p>Glasgow Financial Alliance for Net Zero</p>  <p>GFANZ Glasgow Financial Alliance for Net Zero</p>	<p>In 2023 Barclays contributed to the GFANZ Decarbonization Methodology working group, which at COP28 in December 2023 published a 'Technical Review Note on Scaling Transition Finance and Real-economy Decarbonization, a Supplement to the 2022 Net-Zero Transition Plan Report'</p>
	<p>Net-Zero Banking Alliance (NZBA)</p> 	<p>Barclays became a founding member of the Net-Zero Banking Alliance in 2021 and contributed to the development of NZBA guidelines throughout 2023. Barclays co-leads the NZBA Autos and Trucking Working Group, which published a white paper on emerging practice in climate target setting for automotive sector financing, and contributed to the NZBA Real-Estate Working Group – which published a similar paper in December 2023</p>
	<p>Oxford Sustainable Finance Group & the UK Centre for Greening Finance and Investment</p> 	<p>As part of Barclays' three-year partnership with Oxford University, we made progress on developing new datasets and methodologies for measuring emissions in the agriculture sector – which Barclays will leverage moving forward as it enhances its work in this area</p>
	<p>Partnership for Carbon Accounting Financials</p> 	<p>Barclays has been a member of PCAF since 2020. During 2023 we co-chaired the Capital Markets Working Group of eight global banks – the work from which resulted in the publication of the PCAF Facilitated Emissions Standard (The Standard, Part B), which outlines how financial institutions should account for the emissions associated with the facilitation of capital markets activities</p>
	<p>PRA/FCA Climate Financial Risk Forum</p> 	<p>The Climate Financial Risk Forum (CFRF) brings together UK regulators and senior financial sector representatives to share their experiences in managing climate-related risks and opportunities. During 2023, Barclays chaired the Climate Financial Resilience Working Group</p>

Barclays engages extensively in cross-industry initiatives (3/3)

Theme	Industry collaboration		Barclays' involvement/additional information
Climate and sustainability	RMI's Center for Climate Aligned Finance (CCAF)		<p>Barclays became a Strategic Partner of the RMI (formerly Rocky Mountain Institute) Center for Climate-Aligned Finance, which acts as an implementation partner to banks to align their investments with a net zero future, in 2022. In 2023 we participated in and hosted one of RMI's Alignment Forum in-person workshops, seeking to identify best practices within the financial sector. In Q3 2023 Barclays became a Founding Consortium Collaborator to support the expansion of RMI's Oil Climate Index plus Gas – a public tool that uses a transparent, standardised methodology to estimate methane and other GHG emissions from equivalent barrels of oil and gas. RMI has currently modelled two-thirds of the world's oil and gas assets. We also joined the joint RMI and UK Finance Transition Finance Alignment Forum</p>
	World Business Council for Sustainable Development		<p>Barclays became a member of the Banking for Impact on Climate in Agriculture (B4ICA) in 2021 – an initiative convened by the World Business Council for Sustainable Development that brings together banks and expert partners to develop technical recommendations and practical solutions to align banks' financial portfolios in the food, agriculture, and land-use space towards net zero and Paris Agreement goals. In 2023 we contributed to B4ICA's 'Foundational Practices for Banks: Base lining, net-zero target-setting and reporting financed emissions across the agriculture and food value chain'</p>
	Centre for Climate Energy Solutions (C2ES)		<p>Barclays joined the Center for Climate and Energy Solutions (C2ES) Business Environmental Leadership Council (BELC) in 2022. In 2023 we collaborated with C2ES on a range of issues, including participating in their technology working group and co-hosting an event at COP28 on supporting the global climate technology momentum</p>
	UK Business Climate Hub		<p>In the final quarter of 2023, Barclays partnered with the UK Business Climate Hub – an online portal supporting SMEs on their journey to net zero. Barclays is helping shape and enhance the resources the Hub provides to UK business, ensuring our SME clients' voices are heard and their needs met. This new partnership will help each SME client understand why sustainability is important for their business and what 'good' looks like in the context of their industry</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



Supported by:

Twelve group-wide Financial Crime Standards and associated risk-based systems and controls

Dedicated global Financial Crime function providing expert support and oversight to the business and our legal entities

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’ Champions¹” are responsible for ensuring and overseeing the integrity, independence and effectiveness of our whistleblowing programme

Colleagues

Colleagues are encouraged to speak up directly to their management, Compliance, HR or Legal. However, where they do not feel comfortable using these avenues, the Raising Concerns process is available

First point of contact

- People Leader
- Compliance
- HR
- Legal

Raising Concerns Team

Carefully assess the concerns raised and refers them to the most appropriate team for review and, where appropriate, investigation

Whistleblowing Investigations

Any concerns assessed as whistleblowing will be directed to a dedicated team within Compliance

67
Whistleblowing cases opened in 2023



- In 2023, the whistleblowing team opened a total of 67 whistleblowing concerns (2022: 52)
- 60 whistleblowing matters were closed in 2023 (2022: 72), of which 25% (2022: 15%) were found to have some level of substantiation. None of the retaliation concerns closed in 2023 were substantiated

¹ Chair of the Group Board Audit Committee and Chair of the Barclays Bank UK PLC Board Audit Committee

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 and Inclusion Policy		Financed Emissions Methodology Paper		
	Diversity, Equity and Inclusion report		Corporate Transition Forecast Model		
	(Tax) Country Snapshot report		Transition Finance Framework		

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Important information

Disclaimers

In preparing the climate and sustainability content within the Barclays PLC Annual Report wherever it appears (and to the extent it is repeated in this presentation), we have:

- Made certain key judgements, estimations and assumptions. This is, for example, the case in relation to financed emissions, portfolio alignment, classification of environmental and social financing, operational emissions and sustainability metrics, measurement of climate risk and scenario analysis
- Used climate and sustainability data, models, scenarios and methodologies we consider to be appropriate and suitable for these purposes as at the date on which they were deployed. This includes data, models, scenarios and methodologies made available by third parties (over which we have no control) and which may have been prepared using a range of different methodologies, or where the basis of preparation may not be known to us. Methodologies, interpretations or assumptions may not be capable of being independently verified and may therefore be inaccurate. Climate and sustainability data, models, scenarios and methodologies are subject to future risks and uncertainties and may change over time. Climate and sustainability disclosures in this document, including climate and sustainability-related data, models and methodologies, are not of the same standard as those available in the context of other financial information and use a greater number and level of judgements, assumptions and estimates, including with respect to the classification of climate and sustainable financing activities. Climate and sustainability disclosures are also not subject to the same or equivalent disclosure standards, historical reference points, benchmarks or globally accepted accounting principles. Historical data cannot be relied on as a strong indicator of future trajectories in the case of climate change and its evolution. Outputs of models, processed data, scenario analysis and the application of 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, scenarios and methodologies in line with market principles and standards as this subject area matures. The data, models, scenarios and methodologies used (including those made available by third parties) and the judgements, estimates and/or assumptions made in them or by us are rapidly evolving, and this may directly or indirectly affect the metrics, data points, targets, convergence points and milestones contained in the climate and sustainability content within the Annual Report. Further, changes in external factors which are outside of our control such as accounting and/or reporting standards, improvements in data quality, data availability, or updates to methodologies and models and/or updates or restatements of data by third parties, could impact – potentially materially – the performance metrics, data points, targets, convergence points and milestones contained in the climate and sustainability content within the Annual Report. In future reports we may present some or all of the information for this reporting period (including information made available by third parties) using updated or more granular data or improved models, scenarios methodologies, market practices or standards. Equally, we may need to re-baseline, restate, revise, recalculate or recalibrate performance against targets, convergence points or milestones on the basis of such updated data. Such updated information may result in different outcomes than those included in the Annual Report. It is important for readers and users of the Annual 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. The “Implementing our climate strategy” section of the Annual Report highlights where information in respect of a previous reporting period has been updated. Our principles-based approach to reporting financed emissions data (see page 84 of the Annual Report) sets out when financed emissions information in respect of a prior year will be identified and explained
- Included in the Annual Report a number of graphics, infographics, text boxes and illustrative case studies and credentials which aim to give a high-level overview of certain elements of the climate and sustainability content within the Annual Report and improve accessibility for readers. These graphics, infographics, text boxes and illustrative case studies and credentials are designed to be read within the context of the Annual Report as a whole.

KPMG LLP has performed limited independent assurance over selected climate and sustainability content, which has 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 below. This includes details of the scope, reporting criteria, respective responsibilities, work performed, limitations and conclusion. No other information in the Annual Report has been subject to this external limited assurance.

There are a variety of internal and external factors which may impact our reported metrics and progress against our targets, convergence points and milestones.

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 from more traditional areas of reporting including in relation to 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 the disclosure of such matters. Our climate and sustainability disclosures take into account the wider context relevant to these topics, which may include evolving stakeholder views, the development of our climate strategy, longer timeframes for assessing potential risks and impacts, international long-term climate- and nature-based policy goals and evolving sustainability-related policy frameworks. Our climate and sustainability disclosures are subject to more uncertainty than disclosures relating to other subjects, given market challenges in relation to data reliability, consistency and timeliness – the use of estimates, judgements and assumptions which are likely to change over time, the application and development of data, models, scenarios and methodologies, the change in regulatory landscape, and variations in reporting standards.

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 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 may also 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, business strategy, income levels, costs, assets and liabilities, impairment charges, provisions, capital, leverage and other regulatory ratios, capital distributions – including policy on dividends and share buybacks – return on tangible equity, projected levels of growth in banking and financial markets, industry trends, any commitments and targets – including ESG commitments and targets – 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; regulations, governmental and regulatory policies, expectations and actions, voluntary codes of practices, and the interpretation thereof; changes in International Financial Reporting Standards 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 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, pandemics and similar events beyond the Group’s control; the impact of competition in the banking and financial services industry; capital, liquidity, leverage and other regulatory rules and requirements 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; reforms to benchmark interest rates and indices; 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 conflicts in Ukraine and the Middle East on European and global macroeconomic conditions, political stability and financial markets; political elections; developments in the UK’s relationship with the European Union (EU); the risk of cyberattacks, information or security breaches, technology failures or other operational disruptions and any subsequent impacts 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. In setting its targets and outlook for the period 2024-2026, Barclays has made certain assumptions about the macro-economic environment, including, without limitation, inflation, interest and unemployment rates, the different markets and competitive conditions in which Barclays operates, and its ability to grow certain businesses and achieve costs savings and other structural actions. Additional risks and factors that may impact the Group’s future financial condition and performance are identified in the description of material existing and emerging risks beginning on page 258 of the 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.