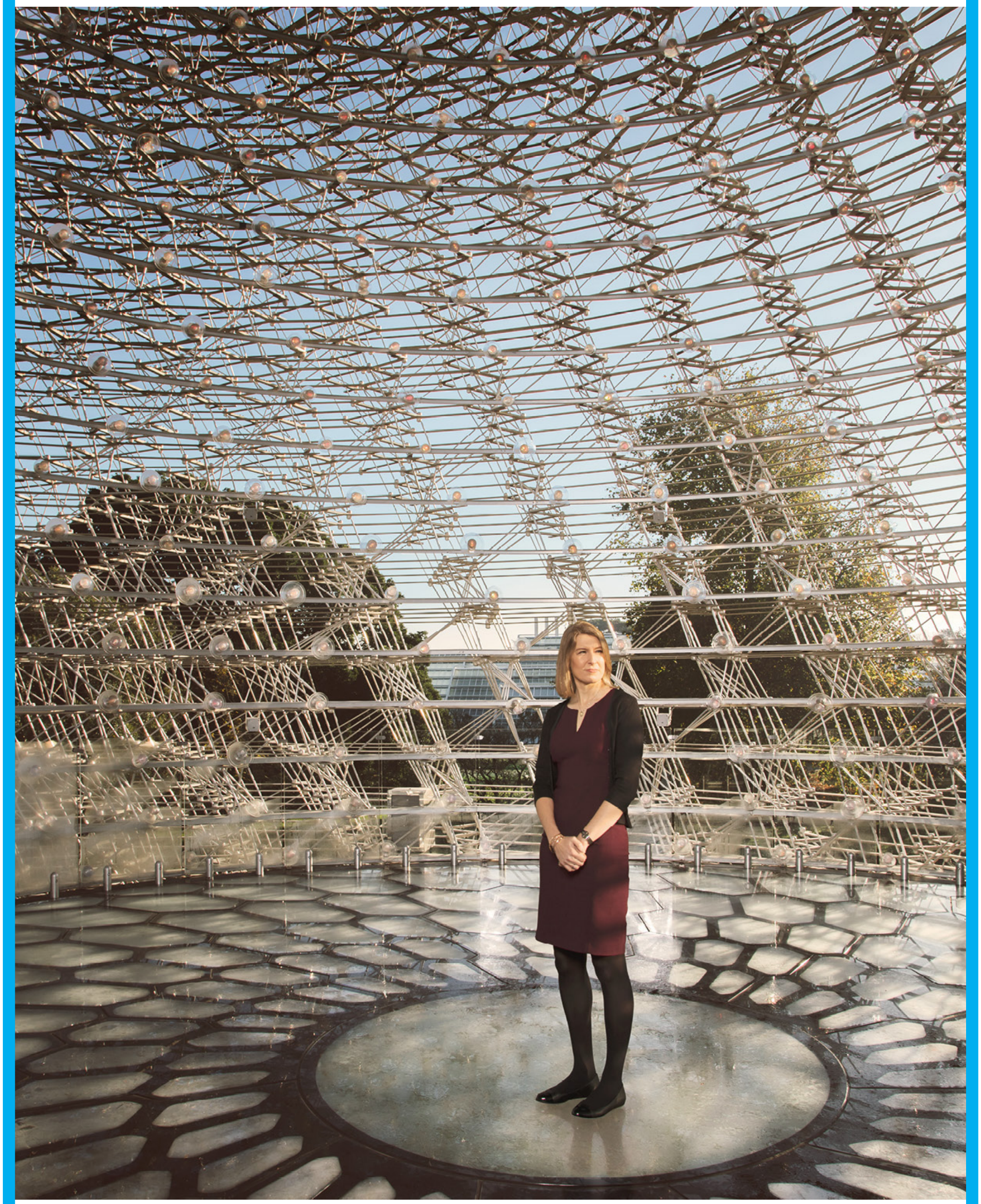


BARCLAYS

Positioned for growth, sharing and success

Barclays PLC

Country Snapshot
2017

About this report

Welcome to the 2017 Barclays Country Snapshot. Transparency remains high on our agenda and tax continues to be an important issue for our stakeholders. Our fifth annual report contains an overview of our tax contribution country by country as well as our broader approach to tax including our UK tax strategy.

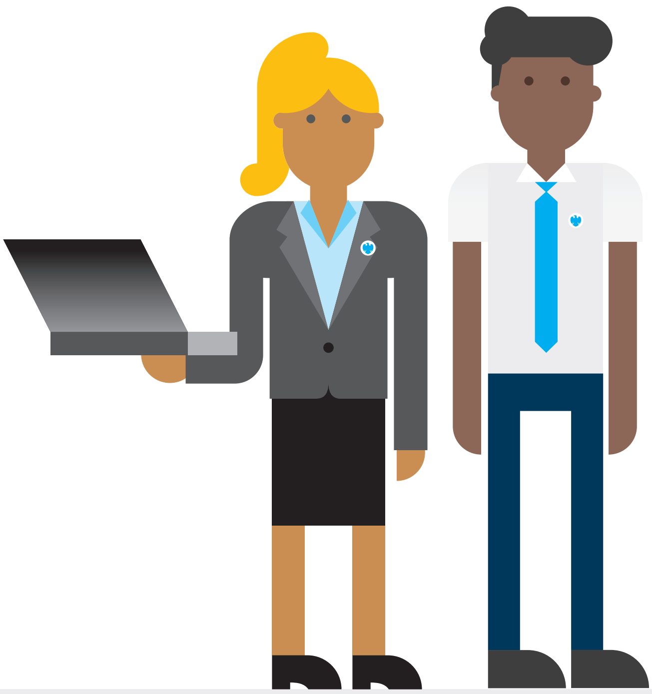
Country Snapshot
Our tax contribution and our approach to tax

Strategic Report
An overview of the business

Barclays PLC Annual Report
Our Governance, our Financials and our Risks

Environmental Social Governance Report
Our shared growth ambition

Pillar 3 Report
Our Risk profile and how we manage it



Contents

2017 highlights

Barclays continues to make substantial tax payments across the jurisdictions in which we operate. In 2017, we were one of the top three largest UK taxpayers.

Barclays continues to make substantial tax payments across the jurisdictions in which we operate, both in terms of the taxes we pay, which represent a cost to us (hereafter referred to as taxes paid) and taxes collected, which are those we administer on behalf of governments and collect from others as we do business.

In 2017, PwC conducted their most recent survey of the One Hundred Group which represents most of the UK's largest groups. This survey showed that Barclays is one of the top 3 largest UK taxpayers, in terms of taxes paid, for the fourth year running.

Our key 2017 figures are shown below.

UK

Rank in the list of groups by UK tax paid	No 3

Global

Total taxes paid by Barclays	£2,516m
Total taxes collected by Barclays	£2,786m
Total tax contribution	£5,302m
Profit before tax on continuing operations	£3,541m
Number of countries that Barclays operates in	46
Total employees globally	97,418

We continue to believe that it is important for our shareholders, customers, regulators, tax authorities and other stakeholders to understand our approach to tax and our tax contribution in the countries in which we operate.

Our efforts to increase our transparency

We continue to believe that it is important for our shareholders, customers, regulators, tax authorities and other stakeholders to understand our approach to tax and our tax contribution in the countries in which we operate.

During 2017, we were one of three companies shortlisted for the 2017 PwC Building Public Trust Award: Excellence in Reporting in Tax in the FTSE 350. The award recognises those companies that present their tax affairs in a clear and innovative way and that respond to both stakeholder interest and to the continually changing tax transparency landscape. Our selection for the award acknowledges our continuing commitment to tax transparency and reflects our leading position in this area.

During 2017, we were one of three companies shortlisted for the 2017 PwC Building Public Trust Award: Excellence in Reporting in Tax in the FTSE 350.

About Barclays

In 2017, Barclays made significant progress reorganising the business to enable a sharper focus on our strength as a transatlantic consumer and wholesale bank with global reach.

Our role in the economy

At Barclays, we are proud of our substantial tax contribution and we are also a major investor, employer and purchaser of goods and services. In addition we support individuals and corporations in making payments and managing their finances.

Our business units

Our business is constantly evolving in response to changes in the environment in which we operate.

Our strategy is to build on our strength as a transatlantic consumer, corporate and investment bank anchored in our two home markets of the UK and US, with global reach. We offer products and services across personal, corporate and investment banking, credit cards and wealth management. Our customers and clients include individuals, small and large businesses, local authorities, corporations, institutions and governments. Our core business units are shown below:

Barclays UK
Focused UK consumer and business bank with scale comprising:

- Personal Banking
- Barclaycard Consumer UK
- Wealth, Entrepreneurs and Business Banking

Barclays International
Diversified transatlantic wholesale and consumer bank comprising:

- Corporate and Investment Banking
- Consumer, Cards and Payments

> At Barclays, we are proud of our substantial tax contribution and we are also a major investor, employer and purchaser of goods and services.

Responding to change in the regulatory and commercial environment

Response to key regulatory changes
We are continuing to make a number of changes to the way Barclays is structured as a response to legislative requirements in the UK and the US. Structural Reform, sometimes referred to from a UK perspective as 'ring-fencing', aims to create a safer and more resilient banking system within which institutions can be more easily resolved without access to government funds.

- In the US, we were required to implement an Intermediate Holding Company (IHC) group within which all our US subsidiaries operate. The IHC is part of the Barclays International business unit and was established in July 2016.
- In the UK, ring-fencing will require banking products and services like savings accounts, current accounts and payments to be separated from more complex products like derivatives, and from activities that are conducted in locations and markets outside the UK and European Economic Area. The UK ring-fencing rules will take effect from 1 January 2019.
- As part of our preparation for ring-fencing in the UK, our group service company, Barclays Services Limited (BSL) was set up during 2017. Setting up BSL allowed us to centralise our expertise in areas such as finance and IT and BSL now acts as the primary supplier of critical services across Barclays as a whole. It also ensures that both of our banking divisions can operate independently and without relying on each other, while still sharing services, and is helping us improve processes and lower costs.
- Our next step will be to set up a new bank, called Barclays Bank UK PLC, in the first half of 2018. The new bank, which will conduct ring-fenced activity, will be separate from Barclays Bank PLC. The two entities will operate alongside, but independently from, one another as part of the Barclays Group under the listed parent entity, Barclays PLC.

In response to the 2016 referendum, we are preparing for the UK to leave the European Union (EU) by March 2019. We are committed to continuing to serve our customers in the EU and preserve market access for those customers. Consequently, Barclays Bank Ireland PLC, which has a banking licence and which we have operated for almost 40 years, provides a natural base and we are engaging with regulators to discuss extending its activities.

Implementing our commercial strategy
During 2017, we made significant progress simplifying our core business and laying the foundations for increased stability and improved performance.

- On 30 June 2017, we closed Barclays Non-Core (BNC). BNC was created in 2014, in order to exit non-strategic assets and businesses and allow capital to be deployed for higher returns. Three years later, our complexity and geographical footprint has been significantly reduced and BNC closed six months earlier than planned. We continue to look to streamline our business where appropriate.
- In March 2016, we announced our intention to reduce our shareholding in our African business which is currently held by Barclays Africa Group Limited. This was a difficult decision as we have operated in some African countries for more than 100 years and have built a strong reputation and customer relationships. However, this decision is consistent with our strategy of focusing on our home markets of the UK and US. By June 2017, Barclays had reduced its shareholding in Barclays Africa Group Limited to approximately 16%, enabling us to strengthen our capital position. During Q3 2017, Barclays contributed 1.5% of the ordinary shares in Barclays Africa Group Limited to a Black Economic Empowerment Scheme, resulting in the further reduction of Barclays' holding in the Barclays Africa Group to 14.9%.

> Our next step will be to set up a new bank, called Barclays Bank UK PLC, in the first half of 2018...which will conduct ring-fenced activity in the UK

Barclays' contribution

Our wider contribution

Barclays contributes in many ways to the jurisdictions in which we operate. This report concentrates on our tax contribution which is just one element of our overall contribution. We look at some of the other ways in which we contribute here.

Economic Activity

Barclays directly generates economic activity by delivering financial services to customers through the operation of its offices and branch network. More information on our economic activity can be found in our Annual Report. Our contribution to the UK economy is addressed in our Barclays in the UK report – **home.barclays/news/2016/12/supporting-growth-in-the-uk.html**

Employment

Barclays generates and supports employment across all of the jurisdictions in which it operates. Globally Barclays employed an average of 97,418 full-time employees during 2017. Barclays also generates employment opportunities indirectly through its purchase of goods and services from suppliers. More information can be found on our website – **home.barclays**

Citizenship

Having a positive impact on the communities in which we operate is very important to us. A link to our Shared Growth Ambition can be found here – **home.barclays/citizenship.html**

Our global tax contribution

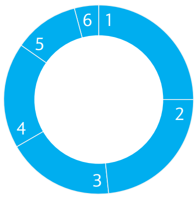
This section of the report looks at both taxes paid and taxes collected.

Taxes paid

Taxes paid are those that represent a cost to us. This amount includes:

- Corporation tax, including UK surcharge on banks
- Employer payroll taxes paid
- Irrecoverable VAT paid
- UK bank levy
- Withholding taxes

Taxes paid globally of £2,516m



	£m
1 Irrecoverable VAT paid	637
2 Employer payroll taxes	600
3 UK bank levy	463
4 Corporation tax[a]	427
5 Withholding taxes	286
6 Other taxes	103

Note

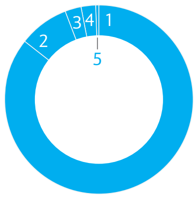
a Reduced in 2017 as a result of reduction in investment in our African business – refer to page 12

Taxes collected

Taxes collected are those that we administer on behalf of governments and collect from others as we do business. This amount includes:

- Taxes collected on employee salaries
- Net VAT (VAT charged on sales less recoverable VAT on purchases)
- Tax on share dealing
- Tax deducted at source on interest paid

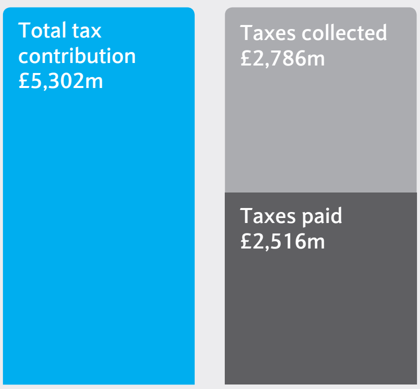
Taxes collected globally of £2,786m



	£m
1 Employee taxes	2,391
2 Tax on share dealing	233
3 Tax deducted at source on interest	83
4 Other taxes	64
5 Net VAT collected	15

Total taxes

Our total tax contribution in 2017 was £5,302m which includes both taxes paid and taxes collected on behalf of governments.



The remainder of this report focuses only on taxes paid

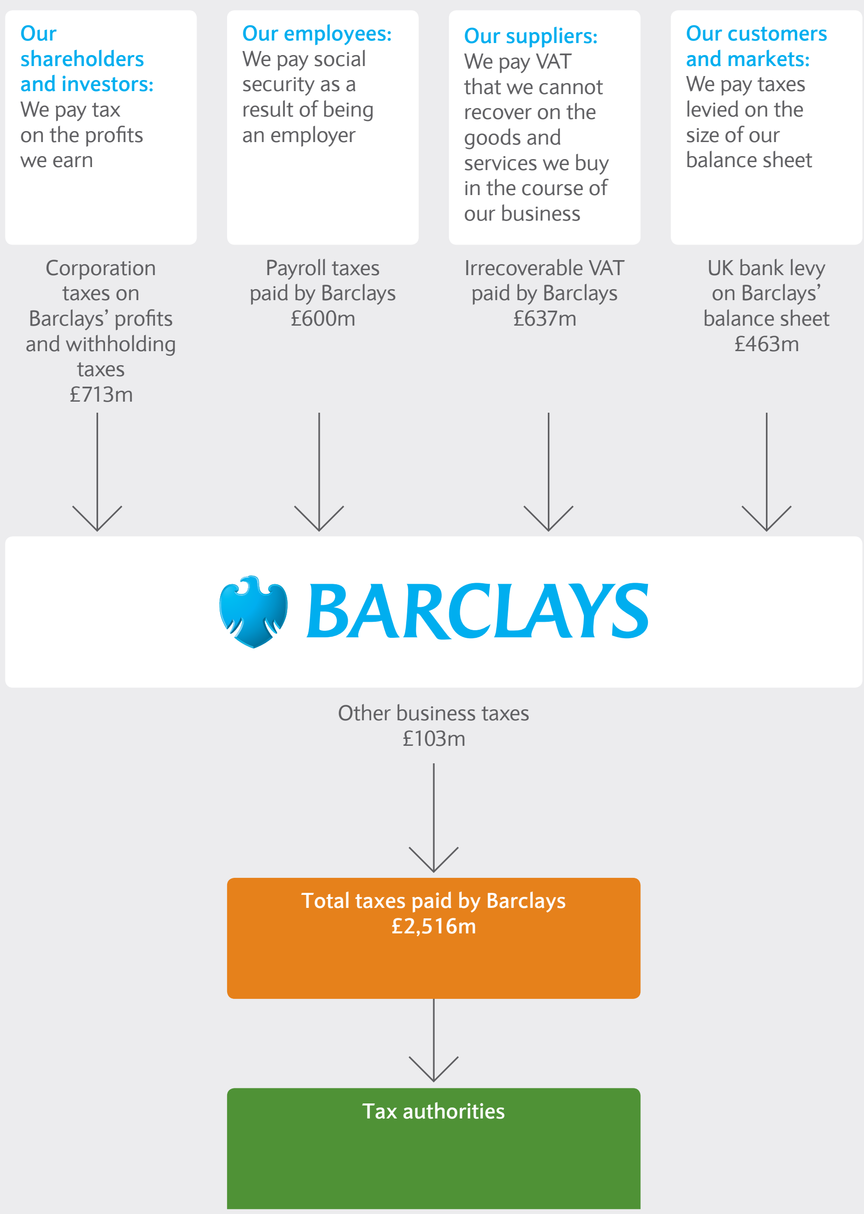
The taxes we pay as we do business

The diagram below shows how the taxes we pay arise as we do business.

- When our business generates profits, we pay corporation tax. Withholding taxes are also paid on dividends and certain other income we receive.
- As a large employer, our staff costs include social security, such as national insurance contributions that we pay as an employer to HMRC, in respect of the salaries we pay our employees.
- Unlike most other businesses, banks can only claim back a small proportion of the VAT that they incur, making this a significant cost to our business when we buy goods and services from our suppliers.
- Bank levy is paid to the UK government based on our total global balance sheet.
- We also pay other taxes such as property taxes on our network of high street branches.

Taxes collected have been excluded from the amounts presented here.

Taxes paid by Barclays in 2017



Our approach to tax

Our purpose and values

Our purpose is to help people achieve their ambitions – in the right way. This sits at the core of our business and underpins everything we do. We believe that only a business driven by strong values can deliver strong, sustainable returns.

Our values and behaviours, outlined in the Barclays Code of Conduct called The Barclays Way, govern our way of working across our business globally. It constitutes a reference point covering all aspects of colleagues' relationships, specifically (but not exclusively) with customers and clients, governments and regulators, business partners, suppliers, competitors and other Barclays' employees.

Our key objectives

Our approach to tax is rooted in our overall purpose and values and has three core objectives:

- responsible approach to tax
- effective interaction with tax authorities
- transparency in relation to our tax affairs.

Our approach to tax is built around ensuring we meet these objectives.

We expand on the key elements of our approach on the following pages.

Barclays' approach to tax

The key elements of Barclays' approach:

Our tax principles
Our tax principles allow us to balance the needs of our stakeholders including shareholders, customers, tax authorities and regulators when making decisions

Our tax code of conduct and "no surprises" approach
We operate and interact with tax authorities in the right way and in a way that they would expect

Our governance
Ultimate responsibility for tax risk resides with the Board and our governance ensures that suitably qualified people are involved in decisions related to tax

Our engagement
We seek to clearly explain our tax position within our reports, filings and publications

Our view on tax evasion
Tax evasion is a criminal activity which involves deliberately concealing income or assets from tax authorities

Tax evasion is wrong and we actively invest in and support initiatives to combat tax evasion

The objectives that Barclays seeks to achieve:

Responsible approach to tax
Ensuring we manage our tax affairs in accordance with our tax principles and tax code of conduct, our returns are filed on time and the correct amount of tax is paid

Barclays will only deal with customer or client assets that have been appropriately declared to the relevant tax authority

Effective interaction with tax authorities
Having a constructive and professional relationship with tax authorities is key to how we manage our tax affairs

We actively support and work with tax authorities to combat tax evasion

Transparency in relation to our tax affairs
Striving to be a leader in tax transparency by choosing to expand external publications such as the Country Snapshot and making clear disclosures to tax authorities

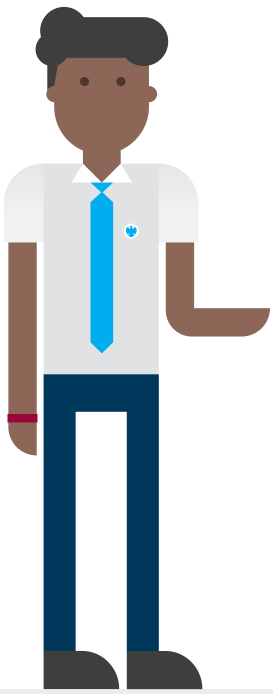
Our approach to tax

Our tax principles

We have set out and published clear tax principles that govern our approach to tax planning. Our tax planning must:

- support genuine commercial activity
- comply with generally accepted custom and practice, in addition to the law and the UK Code of Practice on Taxation for Banks
- be of a type that the tax authorities would expect
- only take place with customers and clients sophisticated enough to assess its risks
- be consistent with, and be seen to be consistent with, our purpose and values.

Our tax principles are central to our approach to tax planning for ourselves or on behalf of our clients. Since their introduction in 2013 we believe our tax principles have been a very valuable addition to the way we manage tax, ensuring that we take into account all of our stakeholders when making decisions related to our tax affairs. The same applies to our tax code of conduct which is discussed further on page 9.



Our clients

Our tax principles make it very clear that all tax planning for our clients must support genuine commercial activity. While our clients are ultimately responsible for any decisions in relation to their tax affairs, we, like other banks, do provide some tax related products to our clients. These products are well-understood by tax authorities and often deliver tax incentives specifically intended by governments.

Conversely, for example, we would not provide non-standard loan funding to a client, where the funding is integral to the client's tax planning, if the tax planning does not comply with the spirit, as well as the letter, of the law.

> Our tax principles make it very clear that all tax planning for our clients must support genuine commercial activity.

Our business

Tax influences decisions about how we run and organise our business and about where we base our operations. Making these decisions is an integral part of running a global commercial organisation. When tax is a factor in deciding where or how we do business, we ensure that decisions made are consistent with our tax principles and that profits are taxed in the locations in which the economic activity generating them takes place.

Dealings between all companies within our group are priced on an arm's-length basis which reflects the economic substance of the transactions. This is in accordance with established international standards and local tax laws of the countries that we operate in, all of which are equally important to us. Arrangements that artificially transfer profits into a low tax jurisdiction would not be compliant with our tax principles and we do not therefore enter into such arrangements.

Low tax territories

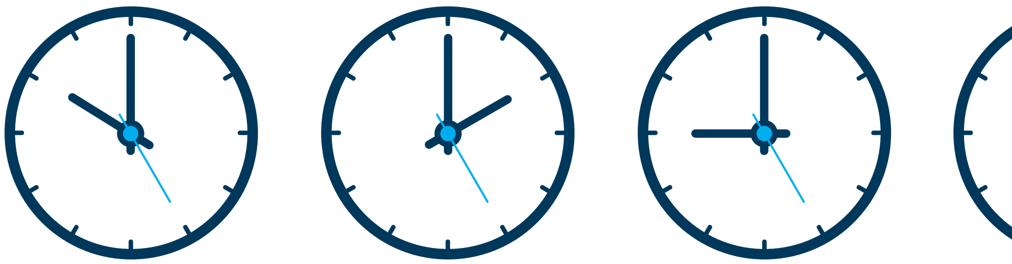
We have business operations in a number of jurisdictions which have low tax rates. In 2017, as part of our African business held through Barclays Africa Group Limited, we operated a full-service retail and corporate banking business in Mauritius and the Seychelles. In both cases we were one of the leading banks in the country, having operated there for more than 50 years.

Closer to the UK, we also have operations in offshore financial centres, principally in the Isle of Man, Jersey and Guernsey, where our operations are a long-term significant local employer.

However, we do not market the tax benefits of offshore financial centres to our clients. Where a client chooses to invest via an offshore financial centre, Barclays will only provide the client with services that are compliant with our tax principles.

We have also historically incorporated companies under the laws of other low tax jurisdictions, particularly the Cayman Islands, because the local company law makes it simple and cost effective to set up and manage companies. All of the profits generated in these companies are subject to corporation tax at a rate at least equal to the UK corporation tax rate.

> When tax is a factor in deciding where or how we do business, we ensure that decisions made are consistent with our tax principles and that profits are taxed in the locations in which the economic activity generating them takes place.



Singapore United Kingdom New York

Our approach to tax

Our tax code of conduct and 'no surprises' approach

Our tax department comprises in-house professionals from a combination of tax, legal and accounting backgrounds. As a transatlantic bank, the majority of our tax team is based in London and New York. We also have tax professionals based in other key jurisdictions. Our tax professionals are subject to clear standards to ensure that they uphold our tax principles and follow our tax code of conduct. The tax department works closely with the businesses and other functions such as HR and Finance, ensuring that our approach to tax is consistently applied throughout the organisation.

Our tax code of conduct is an integral part of how we operate:

- all tax planning is subject to a robust review and approval process
- our approach to taxation is clearly explained and publicly available, and our tax reporting is transparent and helpful to stakeholders
- our dealings with tax authorities are handled proactively, constructively and transparently, recognising that early resolution of our tax affairs is in everyone's interest, and we respond to feedback from tax authorities
- any litigation necessary to resolve a difference of opinion will be handled in a way that is consistent with our values.

When we have a new product or a new transaction, we ensure that the tax treatment is well understood and the tax obligations are properly managed. Where necessary, we consult with reputable external advisers to help us manage our tax position and to ensure that we are making appropriate decisions.

Our aim is to take a 'no surprises' approach to our interactions with tax authorities by demonstrating the following behaviours in our dealings with them:

- we aim to have professional and constructive relationships
- we make our tax returns as clear as possible and we try to raise important issues proactively and in real time so that tax authorities can focus their resources effectively
- we aim to be co-operative and helpful when dealing with enquiries raised by tax authorities
- from time to time, if it is unclear how tax law should be applied, we may engage with tax authorities to confirm the correct application of tax law.

Our governance

We are aware that tax is a complex area and we understand the importance of having strong governance in place in relation to our tax affairs.

Our formal procedures around governance of tax matters are consistent with the broader framework for risk management that operates across the wider Barclays Group. We have a set of documented standards and procedures that must be adhered to by all employees. Our Board oversees tax matters and tax risk and carries this out through Board level committees.

Board
Oversees tax matters and tax risk

↑

Approval committees
Ensure that tax is fully taken into account when making business decisions

↑

Tax department
Manages Barclays' tax affairs

Barclays has been defined by the Financial Stability Board, in conjunction with other regulatory bodies, as a Globally Systemically Important Bank and this means that our firm-wide risk and governance procedures are subject to continuous review and scrutiny. Our procedures are also regularly reviewed and revised in light of factors such as material changes to our business.

Risk management across Barclays follows a "three lines of defence" model, and this includes the management of our tax affairs. The Barclays tax department is part of the first line of defence, and manages Barclays' tax position by developing appropriate policies, standards and controls to apply across our organisation. The second line of defence is carried out by our Risk and Compliance functions whose role is to perform independent review and challenge of the risk management activities of Barclays' tax department. The third line of defence is the Barclays internal audit function which provides independent assurance to the Board and executive management over the effectiveness of governance, risk management and control in relation to our tax affairs.

The procedures in place, as described above, ensure that all significant tax related decisions are subject to review and approval by appropriately qualified and experienced people. We also have systems and procedures in place to ensure that our tax returns are accurate and filed on time.

Our approach to tax

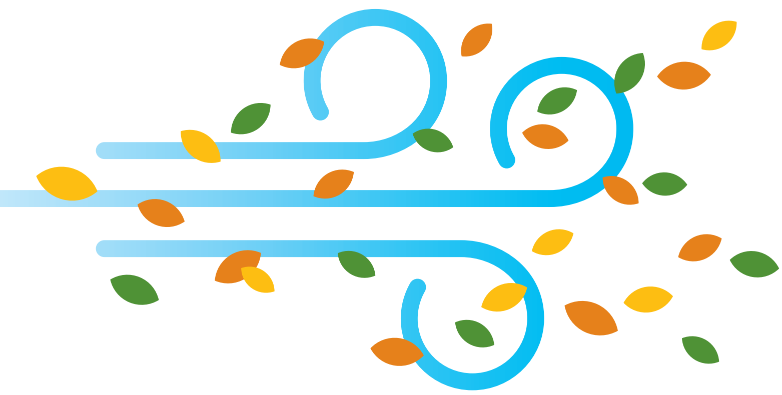
Our engagement

Tax has become more high profile in recent years with a wider range of stakeholders interested in how much tax is paid and where that tax is paid. Barclays believes that it is important to be transparent in the disclosure of our tax affairs. This report contributes to that transparency, as do our Annual Report and other publications, and we believe this is an important step in ensuring that the way we manage our tax affairs is explained clearly and is easy to understand.

Barclays engages with governments, non-governmental organisations and industry groups, through public consultations and other discussions, as part of our commitment to assisting with the development of tax policy and the improvement of tax systems, and our commitment to maintain transparency with these stakeholders.

Our view on tax evasion

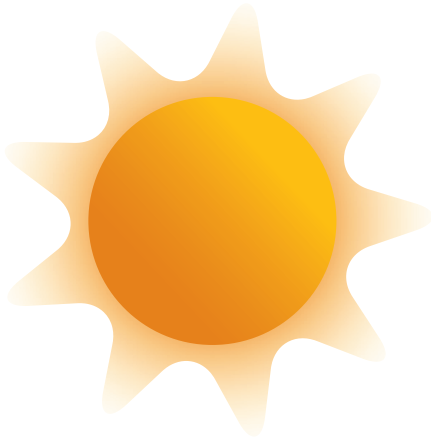
Tax evasion is the deliberate and illegal non-payment, or underpayment, of any tax and often involves concealing income or assets from tax authorities. Tax evasion is a crime in the UK and in other countries where we operate. Barclays is committed to playing a full role in global efforts to combat tax evasion, and does not provide products or services with the aim of facilitating tax evasion by customers, clients or third parties. Barclays will deal only with customer or client assets that have been appropriately declared to the relevant tax authority and we have procedures in place to prevent employees helping customers or clients evade tax. We also expect this to be the case for any third party providing services for or on behalf of Barclays.



Barclays has worked alongside governments and international organisations, such as the Organisation for Economic Co-operation and Development (OECD), to develop and implement strong but practical rules which support their efforts to tackle tax evasion and ensure that tax authorities have timely and automatic access to relevant information held by financial institutions. We have invested significantly in our systems and processes to support the objectives of governments in addressing tax evasion, and will continue to develop our approach in this area.

Common Reporting Standard (CRS)

The CRS has been developed by the OECD as a global reporting standard which requires financial institutions to collect information relating to their customers and to provide this to tax authorities. Tax authorities share this information with one another, reducing the scope for companies and individuals to evade tax. We support the aim of the CRS, which is to allow tax authorities to obtain a clearer understanding of where financial assets are held and where income is earned. We completed all of our reporting obligations during 2017.



Changing tax environment

Base Erosion and Profit Shifting (BEPS)

Public interest in the integrity of tax regimes globally has increased over recent years. Improving tax systems has also been a priority of governments across the globe and this has led to initiatives such as the OECD's BEPS project.

Tax regimes in many countries are undergoing a period of review in response to the recommendations of the BEPS project. The UK government has been at the forefront of this and has recently introduced a number of changes into UK tax law.

One of the aims of the BEPS project is to ensure that the international tax system operates to tax profits where the associated economic activity takes place. This is consistent with our approach so we do not expect any changes to the countries in which our profits are taxed as a result. We support the aims of BEPS which encourage tax regimes to develop in ways that make the global tax system fairer and more transparent.

Making Tax Digital

The UK government has announced plans to modernise the tax system and the way tax returns are filed. Making Tax Digital is a key part of the UK government's plans to make it easier for individuals and businesses to declare the right amount of tax through the use of digital tax accounts. The plans aim to reduce the burden on taxpayers through the government making more effective use of information that is available to it. As a bank, we play a key role in helping the Making Tax Digital initiative to be a success. We provide a large amount of information to HMRC such as interest earned by our customers on savings accounts as well as details of remuneration paid as an employer. We support the aim of Making Tax Digital which is to transform the tax system so that it is more effective, more efficient and easier for taxpayers to comply with.

Our approach to tax in the UK

Our UK tax strategy for 2017 is set out below, as required by Finance Act 2016. Our approach to the management of UK taxes is fully in line with our overall approach to tax set out in this document.

We have summarised the way we manage our UK tax affairs below

Transparent and professional dealings with HMRC

As outlined earlier in this report, we operate in accordance with our tax code of conduct in relation to all of our tax affairs, including our UK tax affairs.

- In the UK, this involves maintaining a professional and constructive relationship with HMRC. We have regular, real-time meetings with HMRC to discuss their enquiries and material issues in relation to our tax affairs. This helps focus both our and HMRC's resources on the most important issues.
- As a large group, we make hundreds of filings to HMRC every year, and aim to make all of these on time. We also aim to make these tax filings as clear as possible and include explanations as required to ensure that our returns are easy to understand.
- Where we face significant uncertainty in relation to the application of tax law, we may seek to agree with HMRC how the tax law should properly apply. Any agreements have not provided any advantage to us as they have not resulted in any tax treatment that would not be available to other taxpayers.
- In the very rare instances that we ultimately need to have recourse to the Courts to resolve tax issues, we would continue to interact with HMRC in a constructive and helpful manner.

Governance and controls over UK taxes

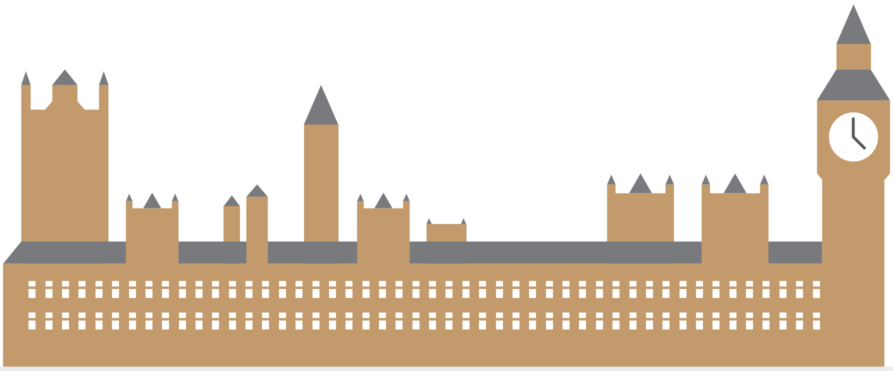
- Our global governance procedures are discussed more fully on page 9. The same procedures apply to our UK tax affairs.
- We are fully committed to the Code of Practice on Taxation for Banks and are fully transparent with HMRC about our governance procedures and how they comply with the Code's requirements.
- Under the Senior Accounting Officer regime in the UK, we provide attestations annually to HMRC confirming that we have appropriate accounting arrangements to allow our tax liabilities to be calculated correctly.
- We seek to ensure that our tax filings in the UK reflect full compliance with transfer pricing requirements and the arm's-length principle.
- The new corporate criminal offence of failure to prevent facilitation of tax evasion came into force in 2017. This new legislation holds companies responsible for preventing those who act for or on their behalf, such as employees or suppliers, from facilitating tax evasion. Barclays is confident that we have procedures in place to ensure that we are meeting all of the requirements of this new UK legislation.

Responsible approach to tax planning

- All our tax planning is undertaken in accordance with our tax principles, tax code of conduct and the UK Code of Practice on Taxation for Banks. Both our tax principles and tax code of conduct are set out in full on pages 8 and 9 respectively.

Effective risk management

- Given the scale of our business, the broad range of our tax obligations and the complexity of the tax laws that we are required to comply with, uncertainty arises in relation to our tax liabilities from time to time. We refer to this uncertainty as tax risk.
- Where there is significant uncertainty or complexity in relation to a tax risk, we may seek advice from external experts. This gives us confidence that our tax returns are appropriate.
- We proactively seek to identify, evaluate, manage and monitor UK tax risks to ensure our financial exposure is well understood and is within a level that we consider acceptable.



Taxes by region and by country

This section of our report provides detailed information regarding the taxes paid by us globally during the year ended 31 December 2017.

Taxes by region

In 2017 Barclays paid £2,516m of tax of which £1,587m was paid in the UK. This significant contribution to the UK economy reflects the fact that we are a UK-headquartered bank and that the UK is the main base of our global operations.

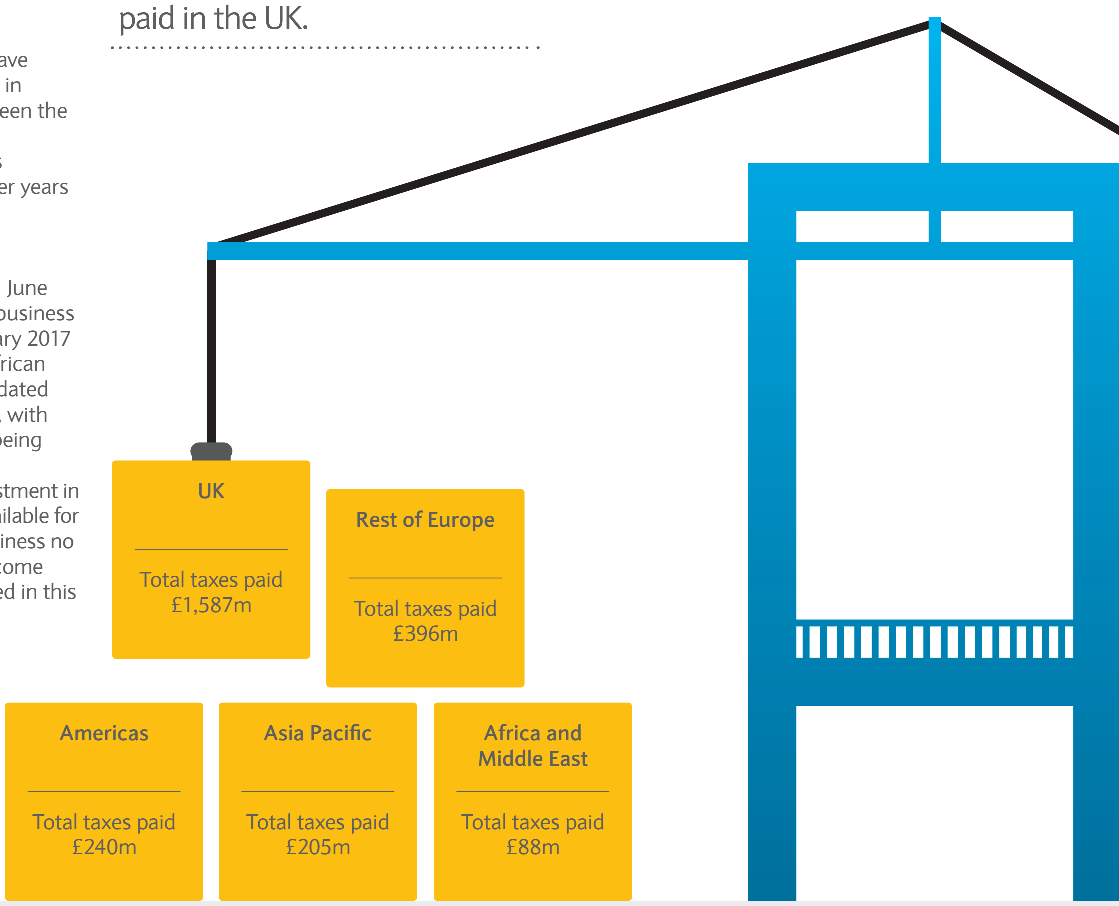
Our total UK payments include very significant amounts of payroll tax and VAT paid by us and also include a bank levy payment of £463m.

UK corporation tax is a relatively small part of all the taxes we bear globally. UK corporation tax is paid only on the profits Barclays actually generates in the UK and not, for example, on profits generated in other parts of our business and then passed to our UK headquarters as dividends, as these have already been taxed in the jurisdictions in which the profits are earned. As has been the case in recent years, the level of our corporation tax payments in 2017 was reduced by tax losses incurred in earlier years that have been carried forward.

Sale of Africa business

As explained earlier in the report, on 1 June 2017 our shareholding in our African business was reduced to 16%. Between 1 January 2017 and 31 May 2017, the results of our African business were included in our consolidated accounts as a discontinued operation, with profit after tax relating to this period being reported in our consolidated income statement. Since 1 June 2017, our investment in Barclays Africa has been held as an available for sale investment, with profits of the business no longer included in our consolidated income statement. The profit numbers included in this report include profits earned in the period from 1 January 2017 to 31 May 2017 and corporation tax payments which were made to African tax authorities in relation to these profits have been included where the payments were made before 1 June 2017. The majority of corporation tax payments in relation to the 2017 African profits were due between June and December 2017, and therefore are not included in the tax payments presented in this report.

In 2017 Barclays paid £2,516m of tax of which £1,587m was paid in the UK.



Independent Auditor's report to Barclays PLC ('the Company')

We have audited the accompanying information labelled 'Country by Country data' ('CBCR Information') as at and for the year ended 31 December 2017, which has been prepared based on the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013 as interpreted by the Directors of the Company as set out in the basis of preparation in note 1.

Opinion
In our opinion, the CBCR Information as at and for the year ended 31 December 2017 has been properly prepared, in all material respects, in accordance with the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013 as interpreted by the Directors as set out in the basis of preparation in note 1.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)"), including ISA (UK) 800, and the terms of our engagement letter dated 15 February 2018. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Emphasis of matter – special purpose basis of preparation
We draw attention to note 1 to the CBCR Information, which describes the basis of preparation. As explained in that note, the CBCR Information has been prepared for the purposes of the Capital Requirements (Country-by-Country Reporting) Regulations 2013. As a result the CBCR Information may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Going concern
We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the CBCR Information. We have nothing to report in these respects.

Other information
The directors are responsible for the other information, which comprises total tax paid, social security paid, VAT paid, bank levy paid and other taxes paid. Our opinion on the CBCR Information does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our CBCR Information audit work, the information therein is materially misstated or inconsistent with the CBCR Information or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

Directors' responsibilities
The directors of the Company are responsible for the preparation of the CBCR Information for the year ended 31 December 2017 in accordance with the Capital Requirements (Country-by-Country Reporting) Regulations 2013 as set out in the basis of preparation in note 1 to the CBCR Information. In preparing the CBCR Information, the directors are responsible for : interpreting the requirements of the Capital Requirements (Country-by-Country Reporting) Regulations 2013; determining that the basis of preparation set out in note 1 is acceptable in the circumstances; making judgements and estimates that are reasonable and prudent; such internal control as they determine is necessary to enable the preparation of CBCR Information that is free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern; disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities
Our objectives are to obtain reasonable assurance about whether the CBCR Information as a whole is free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the CBCR Information.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities
This report is made solely to the Company, in accordance with the agreed terms of our engagement. Our audit work has been undertaken so that we might state to the Company those matters we have agreed to state to it in this report, and to facilitate the Company's compliance with the requirement for audit of the Company's CBCR Information set out in Regulation 2(7) of the Capital Requirements (Country–by-County Reporting) Regulations 2013, and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company for our audit work, for this report, or for the opinions we have formed.

Guy Bainbridge
for and on behalf of KPMG LLP
Chartered Accountants
15 Canada Square
London
E14 5GL
21 February 2018

Country by country data

Country Snapshot 2017

		Audited	Audited	Unaudited	Audited	Unaudited	Unaudited	Unaudited	Unaudited	Audited	Audited
Country [a]	Commentary	Turnover £m	Profit/ (loss) before tax £m	Total tax paid £m	Corporation tax paid £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
United Kingdom	We are one of the largest banks in the UK, with operations spanning all business lines. Various factors mean that the profit we report as being earned in the UK differs from the profits on which we are subject to UK corporation tax. In particular, being a UK headquartered bank, the profit figure includes dividends received from overseas subsidiaries, which are not taxed in the UK as they have already been taxed in the jurisdiction in which those profits were earned. In addition, the UK profit for 2017 includes gains on disposal of a number of investments which were not subject to corporation tax. Our UK taxable profits in 2017 were partially reduced through the offset of tax losses brought forward from previous years. The amount of corporation tax we paid in 2017 was further reduced because we had overpaid in previous years and this overpayment was offset against our 2017 payments.	13,089	1,747	1,587	108	402	534	463	80	–	46,997
United States	Our principal US activities include a significant and wide ranging corporate and investment banking business and Barclaycard operations. We pay US taxes, including federal, state and local corporate income taxes, on the profits from those activities. Our US taxable profits were reduced in 2017 due to the offset of tax losses brought forward from previous years. In December 2017, a number of significant changes to the US tax system were introduced into US law. One key change is that the US federal corporate income tax rate has been reduced from 35% to 21% from 1 January 2018. We are still assessing the potential impact of the complex provisions of the legislation to understand the combined impact of the suite of changes introduced, but we expect that the effective tax rate for our US business will be reduced in future.	7,850	2,186	159	41	92	6	–	20	–	10,045
South Africa	As explained earlier in the report, on 1 June 2017 our shareholding in our African business, which comprises a broad range of retail and wholesale banking activities, was reduced to 16%. Between 1 January 2017 and 31 May 2017, the results of our African business were included in our consolidated accounts as a discontinued operation, with profit after tax relating to this period being reported in our consolidated income statement. Since 1 June 2017, our investment in Barclays Africa has been held as an available for sale investment, with profits of the business no longer included in our consolidated income statement. The profit numbers included in this report are those earned in South Africa prior to this change in accounting. Corporation tax payments which were made to South African tax authorities in relation to these profits have been included only when the payments were made before 1 June 2017. The majority of corporation tax payments in relation to the 2017 African profits were due between June and December 2017, and therefore are not included in the tax payments presented in this report.	1,430	354	44	1	6	34	–	3	–	12,869

Country by country data

Country Snapshot 2017

Country [a]	Commentary	Turnover £m	Profit/(loss) before tax £m	Total tax paid £m	Corporation tax paid £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
		Audited		Unaudited	Audited	Unaudited				Audited	
Germany	Our operations in Germany consist of investment banking, corporate banking and consumer cards and payments, locally taxed at rates in excess of the UK corporation tax rate. The amount of corporation tax paid in 2017 includes additional amounts paid in respect of prior years.	407	103	67	55	7	5	–	–	–	695
Luxembourg	Luxembourg continues to be an important location for the bank. We carry on investment banking and treasury activity in Luxembourg, including equities business, raising and providing financing from and to clients, and funding our international operations. Luxembourg tax was not paid on the great majority of the profits due to either an offset of tax losses, or as a result of dividends not being taxed under Luxembourg law.	382	365	2	1	–	1	–	–	–	41
Singapore	Our operations in Singapore consist of investment and corporate banking. We also employ a number of back-office and support staff in Singapore. These activities are taxed locally at below the UK corporation tax rate. The corporation tax paid in 2017 relates to profits earned in 2016.	369	21	16	7	9	–	–	–	–	1,273
Japan	Our operations in Japan comprise investment banking and private banking services. These activities are taxed locally at a rate above the UK corporation tax rate.	319	180	53	44	6	3	–	–	–	478
Hong Kong	Hong Kong is a regional centre for our investment banking activity and also provides corporate banking facilities. These activities are taxed locally at rates below the UK corporation tax rate.	244	31	11	11	–	–	–	–	–	410
India	Our business in India comprises investment banking and private banking operations. We also employ a large number of back-office and support staff to support international operations and technology infrastructure. These activities are locally taxed at rates above the UK corporation tax rate.	230	154	84	71	10	3	–	–	–	14,179
Isle of Man	In the Isle of Man we provide private banking services. These activities are taxed locally at rates below the UK corporation tax rate.	193	93	9	9	–	–	–	–	–	423
Jersey	In Jersey we provide private banking services. These activities are taxed locally at rates below the UK corporation tax rate.	157	97	9	9	–	–	–	–	–	234
Switzerland	We provide investment banking and private banking services in Switzerland. We paid no corporation tax in 2017 due to losses carried forward from previous years.	125	10	8	–	5	3	–	–	–	308
Monaco	In Monaco we provide private banking services which are taxed at a higher rate than the UK corporation tax rate. Corporation tax is paid in the year following the year in which profits are generated and therefore the corporation tax paid in 2017 relates to profits generated in 2016.	118	49	21	13	6	2	–	–	–	200
Spain	Our operations in Spain consist of corporate and investment banking activities. In 2017, corporation tax paid was reduced by losses and overpayments in previous years.	109	76	12	5	1	6	–	–	–	89

Country by country data

Country Snapshot 2017

Country [a]	Commentary	Turnover £m (Audited)	Profit/(loss) before tax £m (Audited)	Total tax paid £m (Unaudited)	Corporation tax paid £m (Audited)	Social Security paid £m (Unaudited)	VAT paid £m (Unaudited)	Bank levy paid £m (Unaudited)	Other taxes paid £m (Unaudited)	Public subsidies received £m (Audited)	Average number of employees (Audited)
Kenya	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Kenya therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Kenyan tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	95	31	10	–	1	9	–	–	–	1,074
Mexico	Our Mexican operations focus on investment banking activities. These activities are taxed locally at rates above the UK corporation tax rate.	87	43	22	17	1	4	–	–	–	68
UAE	Our UAE operations focus mainly on corporate banking.	81	3	–	–	–	–	–	–	–	211
France	In September 2017 we completed the sale of our retail (including wealth) and insurance businesses. Losses were incurred on this sale for tax purposes so no French corporation tax was paid. Our French operations now consist of corporate and investment banking activities.	71	(131)	35	–	24	11	–	–	–	841
Ghana	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Ghana therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Ghanaian tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	70	45	6	4	1	1	–	–	–	458
Canada	Our operations in Canada focus on investment banking, and are locally taxed at a rate higher than the UK corporation tax rate. In 2017, we received a corporation tax refund due to overpayments in prior years.	49	4	(1)	(3)	1	1	–	–	–	63
Guernsey	In Guernsey we provide private banking services. These activities are taxed locally at rates below the UK corporation tax rate.	47	29	2	2	–	–	–	–	–	61
Israel	Our operations in Israel consist mainly of investment banking operations. The corporation tax paid on our operations in Israel is based on estimated taxable profits for 2017.	45	3	4	4	–	–	–	–	1	42
Botswana	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Botswana therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Botswanian tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	44	14	–	–	–	–	–	–	–	500

Country by country data

Country Snapshot 2017

Country [a]	Commentary	Turnover £m (Audited)	Profit/(loss) before tax £m (Audited)	Total tax paid £m (Unaudited)	Corporation tax paid £m (Audited)	Social Security paid £m (Unaudited)	VAT paid £m (Unaudited)	Bank levy paid £m (Unaudited)	Other taxes paid £m (Unaudited)	Public subsidies received £m (Audited)	Average number of employees (Audited)
Ireland	Our Irish operations include corporate banking, private banking and merchant acquiring services, following the sale of our insurance business in early 2017. As explained on page 4, we are engaging with regulators to discuss extending our activities in Ireland in preparation for the UK leaving the EU, in order to continue to serve our European customers. The activities are taxed locally at below the UK corporation tax rate.	44	40	4	3	1	–	–	–	–	105
Zimbabwe	During 2017, we sold our Zimbabwean business, separately to the reduction in our investment in Barclays Africa Group Limited.	43	(4)	3	3	–	–	–	–	–	500
Tanzania	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Tanzania therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Tanzanian tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	39	3	2	–	2	–	–	–	–	751
Mauritius	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Mauritius therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Mauritian tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	38	19	–	–	–	–	–	–	–	314
Egypt	We completed the sale of the Egyptian business in Q1 2017. This disposal was separate to the reduction in our investment in Barclays Africa Group Limited.	37	33	7	6	–	1	–	–	–	1,104
Zambia	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Zambia therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Zambian tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	35	15	–	–	–	–	–	–	–	395
Mozambique	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Mozambique therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Mozambican tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	24	8	–	–	–	–	–	–	–	371

Country by country data

Country Snapshot 2017

Country[a]	Commentary	Turnover £m	Profit/(loss) before tax £m	Total tax paid £m	Corporation tax paid £m	Social Security paid £m	VAT paid £m	Bank levy paid £m	Other taxes paid £m	Public subsidies received £m	Average number of employees
		Audited	Audited	Unaudited	Audited	Unaudited	Unaudited	Unaudited	Unaudited	Audited	Audited
Uganda	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Uganda therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Ugandan tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	22	7	3	–	3	–	–	–	–	364
Czech Republic	We have a large IT support and development function based in the Czech Republic. Profits are taxed locally at a rate similar to the UK corporation tax rate	19	3	4	1	3	–	–	–	–	369
Brazil	Our Brazilian operations focus on investment banking, and are taxed locally at a rate higher than the UK corporation tax rate.	17	(1)	4	1	3	–	–	–	–	19
Portugal	Our operations in Portugal consist of corporate and investment banking activities	13	7	5	1	–	4	–	–	–	15
Seychelles	Following the reduction of our investment in Barclays Africa on 1 June 2017, the profits of our African business were no longer consolidated into the Barclays financial statements. The profits shown in this report in respect of Seychelles therefore represent the profits accruing until this date only. Corporation tax in respect of 2017 profits was paid to the Seychelles tax authorities after deconsolidation, and is therefore not shown in this report. Please see our South African commentary for more details.	10	4	–	–	–	–	–	–	–	91
Italy	Our operations in Italy consist of corporate and investment banking activities as well as a legacy residential mortgage portfolio. During 2017, Barclays completed the sale of a portfolio of Italian corporate loans, as part of the wind down of Barclays Non-Core businesses. The corporation tax payments made in 2017 represent payments made in respect of prior years.	(36)	(183)	21	6	6	9	–	–	–	276
Other[b]	Represents 10 countries each with a turnover of less than £10m in 2017. The profit before tax amount shown contains £39m of profit after tax relating to a Swedish joint venture, the profits of which are included in Barclays' consolidated accounts on a post tax basis. Tax on the joint venture's profits are paid locally by the joint venture entity.	21	68	17	7	10	–	–	–	–	1,185
Subtotal (including discontinued operations)		25,937	5,526	2,230	427	600	637	463	103	1	97,418
Withholding taxes				286	286						
Intra-group eliminations: Dividends		(1,244)	(1,244)								
Recharges		(1,828)									
Hedging		(478)	(535)								
Other		475	278								
Total including discontinued operations		22,862	4,025	2,516	713	600	637	463	103	1	97,418
Excluding discontinued operations[c]		(1,786)	(484)		(5)						(17,187)
Total for continuing operations		21,076	3,541		708						80,231

Notes
a A list of the main entities that Barclays operates through around the world and which together contribute over 90% of the Group's turnover can be found within the Citizenship section of our website.
b The countries with turnover of less than £10m in 2017 are Argentina, China, Cyprus, Gibraltar, Lithuania, Netherlands, Russia, South Korea, Sweden and Taiwan.
c On 1 March 2016, Barclays announced its intention to sell down the Group's interest in Barclays Africa Group Ltd. From that date until the date of sale, the Barclays Africa Group (which included South Africa, Kenya, Ghana, Botswana, Mauritius, Tanzania, Zambia, Uganda, Mozambique and the Seychelles) met the requirements for presentation as a discontinued operation under IFRS 5.

Country by country data

Note 1– Basis of preparation

The CBCR Information does not constitute the Company's statutory accounts for the financial year ended 31 December 2017. Statutory accounts for 2016 have been delivered to the registrar of companies, and those for 2017 will be delivered in due course. The auditor has reported on those accounts; their reports were (i) unqualified, (ii) did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying their report, and (iii) did not contain a statement under s498(2) or (3) of the Companies Act 2006.

The table provides the following information for Barclays in 2017:

Country: In most cases, we have determined which country to report activity under by looking at the country of tax residence. Where activities are conducted by entities that are not themselves subject to tax (for example certain partnerships), then we have considered other factors such as the location of management and employees, the jurisdiction in which the majority of revenues are generated, and the country of establishment of the entity's parent. In these cases it is possible that tax is paid in a different country to the one where profits, upon which the tax is paid, are reported.

Commentary: We have explained the nature of our activities in each country. That disclosure is included within the commentary column in the table above together with our explanation of any matters of interest.

Turnover: Turnover gives an indication of the size of our business in each country, and we have ordered the table in descending order. Turnover includes net interest income, net fee and commission income, net trading income, net investment income, net premiums from insurance contracts and net claims and benefits incurred on insurance contracts. Some of the turnover numbers need to be treated with care as technical accounting requirements in the way these figures are prepared mean there is an element of double counting. Profits generated in Canada and then paid to the UK as a dividend for example, will be included within both the Canada and UK figures. Adjustments to address this double counting, called intra-group eliminations, are broken down by type at the end of the table and total £3,075m for 2017 in relation to turnover.

Profit/(loss) before tax: These numbers are accounting profits. As with the turnover figures, these numbers include some double counting which is reconciled at the bottom of the table. Total intra-group eliminations for the profit/(loss) before tax column are £1,501m.

Total tax paid: This column shows the total tax Barclays actually paid in each country in 2017. For countries where we sold our business as part of the reduction in our investment in Barclays Africa, the tax paid amounts represent tax payments made between 1 January 2017 and 31 May 2017, the date of accounting deconsolidation of the Barclays Africa group. The following columns break this total down into its constituent parts. Most of the taxes paid in any given year will not relate directly to the profits earned in that year. For example, bank levy is a tax on how we fund ourselves and is paid regardless of whether or not we make any profit.

Corporation tax paid: This column records corporation tax actually paid in each country in 2017. Corporation tax payable in any given year is not directly comparable to profits for the same 12 month period. This is because tax on profits is paid across multiple years. In addition taxable profits are calculated as prescribed by tax law which usually results in differences between accounting and taxable profits. This means it is possible that relatively high corporation tax can be paid when accounting profits are low and vice-versa. The amount of tax paid shown in the financial statements also includes withholding taxes. Withholding taxes comprise the tax charged on dividends or other income received, which is typically paid at the point of distribution from one country to another. We have kept these amounts separate from corporation tax paid by country in the table above.

Payroll taxes paid: These are taxes borne by us, based on government social security policies in each country and, for example, in the UK represent employer's national insurance contributions. They do not represent income tax on payments to our employees or employees' national insurance contributions which are taxes collected but not paid by us.

VAT paid: This includes VAT and other consumption taxes (including goods and services tax, consumption tax and US Sales and Use Taxes). These are irrecoverable Value Added Tax figures. Unlike many other businesses, financial services businesses are only able to reclaim a small proportion of the VAT they incur, making VAT a significant part of our tax contribution. Not all countries have a VAT system which is why there are no entries against some countries within the table. These numbers do not include any VAT charged to customers on Barclays' product base and collected on behalf of tax authorities.

Bank levy paid: Bank levy is a tax paid to the UK government on our global balance sheet as we are a UK headquartered bank. It is a tax charged on the funding we raise to support our businesses globally. As with corporation tax, bank levy is paid across multiple years and therefore the tax paid of £463m in 2017 should not be expected to equate to the accounting accrual in 2017.

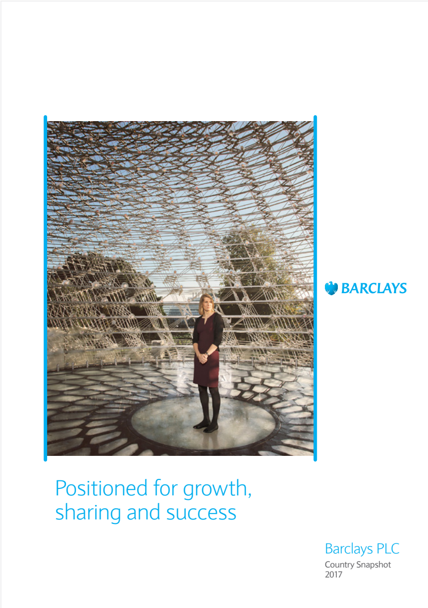
Other: Other taxes are the material property taxes that Barclays paid in 2017 and include, for example, taxes on the property we use in our business such as our network of high street branches.

Public subsidies received: Includes only direct support from governments such as government grants. In 2017, we only received public subsidies in Israel, which totalled £1m, and related to IT development.

Average number of employees: The number of employees has been calculated as the average number of employees, on a monthly full-time equivalent basis, who were permanently employed by Barclays PLC or one of its subsidiaries during the relevant period. An average of the number of full-time equivalent employees at the end of each calendar month has been calculated. Contractors, agency staff, and staff on extended leave, such as maternity leave, are excluded.

Intra-group eliminations: These include adjustments that relate principally to transactions between Barclays businesses in different countries which are included within the individual country turnover, but are then eliminated in determining the overall Group results to avoid double counting. Intra-group eliminations include dividend payments, income from intra-group transfers of assets, and income arising from hedging transactions that occur at a consolidated Barclays Group level rather than an individual entity level.

The comparable information for 2016 can be found on our website at **home.barclays/citizenship/reports-and-publications/country-snapshot.html**



Front cover image

Moving 53,000 colleagues, without causing a stir
On 1 September 2017, 53,000 UK-based colleagues accessed their offices and systems as usual, despite a complex overnight transfer to new employing entities and finance structures. The transfer was part of getting us ready to launch our new ring-fenced UK bank in 2018, and Natalie Allen from HR Transformation helped make it possible.

Registered office: 1 Churchill Place, London E14 5HP

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