

# Resilience Client Statement

Barclays maintains a robust Resilience programme designed to ensure highly available services, make sure these services can withstand the impact of incidents, guarantee a robust response to crises and to *continue to deliver excellence to our customers and clients*.

Our commitment to Resilience is delivered through the building and testing of effective controls which are fully aligned with our Enterprise Risk Management Framework. These controls reduce the likelihood of failure by highlighting and remediating Resilience gaps; while also ensuring effective and tested recovery plans in place to respond to events that impact or interrupt services.

Resilience at Barclays is centred on business services and products, which have been documented from 'front to back' throughout the organization. Business services are evaluated, using a non-financial impact matrix that includes customer, colleague, reputational, financial and regulator factors, to define their criticality. This criticality, or tolerance, informs the appropriate investment and strategies used to manage our Resilience.

Barclays' global Resilience Policy and Standards apply consistent governance to the Group's approach to building a resilient organization with oversight provided by the Group Resilience Risk Theme and Control Forum. In turn, Barclays' Enterprise Risk Management Framework ensures Resilience Policy and Standards are reviewed and validated annually, with oversight provided by Barclays' Board Risk Committee and Barclays' Board Audit Committee.

Barclays applies a global resilience strategy for all of our international operations. Our planning considers both regional and wide-scale disruption scenarios.

Barclays operates a network of local and functional Incident Management Teams, Business Unit and group-wide Crisis Leadership Teams and Joint Operations Centres in the UK and the US (India JOC arrives in 2019).

All Crisis Leadership Teams are regularly tested and assessed for effectiveness, participating in intelligence-driven, scenario-based exercises and Wargaming, to ensure a timely and appropriate response to risk events.

The business impact caused by an incident is difficult to predict with certainty. However, Barclays has developed and tested playbooks to guide response and reduce impact in a variety of scenarios, including cyber-attacks, loss of building or data centre access, widespread infectious disease (pandemic), severe weather and loss of critical staff.

Barclays maintains regular contact with regulatory bodies including the FCA, PRA, the Federal Reserve and the SEC, in addition to other industry bodies and associations, to ensure that our approach is consistent with, or better than, the industry practice.

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## Barclays' Resilience Contacts

For more information on our approach to Resilience, speak to your regular contact person in the first instance. Should a disruptive event affecting regular communications with us, please refer to [www.home.barclays](http://www.home.barclays).

Barclays approach to Resilience may evolve over time and we may update this summary periodically without notice.

Barclays approach to Resilience considers the following components and strategies:

### Resilient data centers

Barclays uses multiple data centres and redundant network topologies to create a resilient platform for all our technology-based services. These data centres are located separately from our production offices and operational sites to ensure that there is a low probability of any incident or event affecting both operations and data processing.

### Work area recovery facilities

For some of our operations, the optimum strategy is to have a dedicated facility where services can be recovered to restore services quickly and efficiently. These work area recovery sites are also located a significant distance from the production offices, on a separate power grid, have uninterrupted power supply and are tested by staff relocating to the site on an annual basis as a minimum.

### Internal and third-party reciprocal seating arrangements

Reciprocal seating arrangements within other Barclays facilities are used for the recovery of some operations. In each case these are a significant distance from the production offices, on a separate power grid and tested by critical staff on an annual basis.

### Remote access working

A robust remote access technology solution allows employees to work from offsite locations, including from home. For those that don't need to be on a Barclays location, this forms an important part of our overall resilience and recovery capability.

### Crisis communications

Recovery plans and runbooks include the necessary communications requirements for the Banks internal and external stakeholders and customers.

### Supplier Assurance

Barclays determines the criticality of service providers through the completion of a materiality assessment of its supporting business area. This is followed by an assessment of whether the Resilience-informed Supplier Control Obligations apply to a particular product or service. Barclays has a robust supplier selection process, and suppliers are assured utilising questionnaires, remote reviews and site visits.

Customers may also obtain an updated summary by requesting a written copy by mail from:

**Group Resilience**  
**Barclays Bank PLC**  
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London UK  
E14 5HP