



The Barclays Lens

Future-proofing our decision-making



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The Barclays Lens is an assessment tool made up of five simple questions designed to drive this change and ensure that we are taking into account the interests of our customers, clients, shareholders and communities in the decisions we make every day.

The Barclays Lens is part of the Barclays Way and provides a clear framework to ensure that we move beyond legal, regulatory and compliance concerns to consider broader societal impacts and opportunities. In so doing, we will demonstrate that we are taking 'stewardship' seriously and acting as a force for good.

1. How are we making a profit (directly or indirectly)?

- Is Barclays obtaining profit (cost savings) from delivering value to the customer/client or through penalising them?
- Are we acting in a way that is likely to be viewed as fair and reasonable by most? Would the customer or external stakeholder think that an acceptable level of profit is being made?
- Is this decision/action legal and in keeping with the spirit of the law?

2. How are we being transparent and clear in our communication and dealings with customers and stakeholders?

- Is clear, simple language being used in our engagement with customers/stakeholders such that they understand what they are entering into?
- Have the interests of all those who may be adversely affected by this decision/action been considered? And how are you engaging with stakeholders who may be impacted, such as shareholders, clients/customers, industry groups, NGOs or affected communities?
- How will you provide on-going dialogue with the customer or external stakeholders that will engage and support them in their relationship with Barclays?

3. How are we creating long-term value?

- Are we realising profits today at the expense of relationships tomorrow?
- How will you move your customer and/or external stakeholders towards their aspirations and needs?

4. How are we creating shared value, where win-win occurs to Barclays, the customer and society at large?

- How could we change what we are doing to create value for our customers or stakeholders at limited or no cost to ourselves?
- What is the long term negative/positive value impact for Barclays, the customer and external stakeholders in what you are doing?
- What are the challenges faced by the customer/client and their communities with whom you are working, and how are we helping to meet these challenges?

5. Is this the right thing to do? (acid test)

- Does it reflect the Purpose and Values of Barclays, and is it consistent with the Barclays Way?
- Would I want someone to act like this on my behalf?
- Would you be comfortable seeing this decision/action on the front page of a newspaper?
- Would you have a clear conscience in explaining the action/decision to a colleague, family member or friend?

Bringing it together

Everyone at Barclays is responsible for embedding the Barclays Lens and ensuring it is used to help us achieve our ambitions – in the right way. The application of the Lens will be tracked, measured and reported, and our results will be shared externally with our stakeholders.

Your role, however, is more than to simply apply the tool and respond to the questions. We also need each one of you to champion the Lens as a decision-making tool, to reference it in your conversations with colleagues, and to challenge when you see proposals or propositions which you feel may not meet the acid test of ‘is this right thing to do?’

The Barclays Lens can be applied alongside other tools and frameworks, for example:

The Barclays Code of Conduct ‘[The Barclays Way: How we do business](#)’ sets out what it means to work at Barclays and the standards expected of all colleagues. It covers the main policies and procedures that form the behavioural, ethical and compliance elements of what we do.

The [Reputation Risk Principal and Key Risk Framework](#) articulates Barclays’ expectations of businesses and functions for identifying, managing and mitigating reputation risk associated with decisions and actions taken. To find out more, please visit the Barclays Reputation Risk Intranet.

The [Conduct Risk Principal Risk Framework](#) supports our business model and strategy development and ensures that our judgements do not cause detriment to our customers or to the markets in which we operate.

To find out more, please visit the [Barclays Intranet](#).

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