

Barclays Bank PLC Australia Branch

Remuneration disclosure pursuant to APRA Prudential
Standard CPS 511 Remuneration

As at 31 December 2025

Barclays Bank PLC Australia Branch Remuneration Disclosure

This disclosure is made in line with the remuneration disclosure requirements set out in paragraphs 91-98 of the Australian Prudential Regulation Authority ('APRA') Prudential Standard CPS 511 Remuneration ('CPS 511')¹.

Remuneration Framework for the BBPLC Australia Branch

The remuneration framework (within the meaning of paragraphs 74-75 of CPS 511) for the BBPLC Australia Branch (the 'Remuneration Framework') is composed of:

- The Barclays Group Reward Policy (the 'Reward Policy'), which sets out the way in which the Barclays Group approaches remuneration, including for employees of the BBPLC Australia Branch.
- The Barclays Group Reward Standard (the 'Reward Standard'), which defines key principles and requirements for the implementation of Barclays' remuneration approach, applying to all Barclays businesses globally, including the BBPLC Australia Branch.
- The BBPLC Australia Branch's 'Local remuneration practice guide', which defines further requirements that are specific to the BBPLC Australia Branch's remuneration approach, to ensure conformance to the particular requirements of CPS 511 (to the extent that any of those requirements are not already covered by the Barclays Group Reward Policy and Reward Standard).

The Remuneration Framework is also supported by the Barclays Group Performance Management Policy and Performance Management Standard, which define key principles and requirements for the implementation of Barclays' performance management approach. These apply to all Barclays businesses globally, including the BBPLC Australia Branch.

Governance of the Remuneration Framework

This approach to remuneration is underpinned by strong governance processes.

The Reward Policy is set and approved by the Barclays PLC Board Remuneration Committee, and has been adopted by the Barclays Bank PLC Board Remuneration Committee for implementation by all Barclays Bank PLC businesses, including the BBPLC Australia Branch.

In line with paragraph 76 of CPS 511, the Senior Officer Outside Australia ('SOOA'), as the relevant oversight function, is ultimately responsible in respect of the BBPLC Australia Branch for the Remuneration Framework and its effective application.

In line with the Remuneration Framework, the SOOA is responsible for:

- The annual review and approval of the Remuneration Framework, including the adoption of the Barclays Group Reward Policy for application to the BBPLC Australia Branch. The SOOA is supported by HR and other functional areas (including advice from the BBPLC Australia Branch Chief Risk Officer and the BBPLC Australia Branch Head of Compliance) in the annual review process.
- The approval of variable remuneration outcomes for persons in 'Specified Roles' (within the meaning on pages 4 to 5 of this disclosure), as follows:
 - On an individual basis: the variable remuneration outcomes for any individual classified as a Senior Manager for the BBPLC Australia Branch in accordance with paragraph 25 of APRA Prudential Standard CPS 520 Fit

¹ For the purposes of CPS 511, the Barclays Bank PLC ('BBPLC') Australia Branch was a 'Non-Significant Financial Institution' for the year ended 31 December 2025 (per the definition provided in APRA Prudential Standard APS 001 Definitions). As at the date of this disclosure, APRA has not determined that the BBPLC Australia Branch's disclosure must comply with any of the quantitative disclosure requirements applicable to significant financial institutions as set out in paragraphs 63-73 of CPS 511.

and Proper ('Senior Manager'). In doing so, the SOOA considers each individual's performance across financial and non-financial key indicators.

- On a 'cohort' basis: the variable remuneration outcomes for other individuals in Specified Roles.

The variable remuneration outcome for the SOOA is approved annually by the Barclays PLC Board Remuneration Committee.

Design and structure of the Remuneration Framework

Barclays Remuneration Philosophy

The Reward Policy includes the Barclays Remuneration Philosophy, which sets out the basis upon which remuneration decisions for all employees of the BBPLC Australia Branch were made for the 2025 performance year, while ensuring strong alignment with risk and conduct as well as our Values and Mindset.

Reward philosophy	
Attract and retain talent needed to deliver Barclays' strategy	Long-term success depends on the talent of our employees. This means attracting and retaining an appropriate range of talent to deliver against our strategy, and paying the right amount for that talent
Align pay with investor and other stakeholder interests	Remuneration should be designed with appropriate consideration of the views, rights and interests of stakeholders. This means listening to our shareholders, other investors, regulators, government, customers and employees and ensuring their views are appropriately represented in remuneration decision-making
Reward sustainable performance	Sustainable performance means making a positive and enduring difference to investors, customers and communities, delivering good customer outcomes, taking pride in leaving things better than we found them, and playing a valuable role in society
Support Barclays' Values and culture	Results must be achieved in a manner consistent with our Values. Our Values, culture and Mindset should drive the way that business is conducted
Align pay with risk appetite, risk exposure and conduct expectations	Remuneration should be designed to reward employees for achieving results in line with the Group's risk appetite and conduct expectations
Be fair, transparent and as simple as possible	We are committed to ensuring pay is fair, simple and transparent for all our stakeholders. All employees and stakeholders should understand how we reward our employees and fairness should be a lens through which we make remuneration decisions

The Remuneration Philosophy reinforces the alignment between business strategy, risk profile and remuneration. Further information on Barclays' purpose and Values can be found at <https://home.barclays/who-we-are/our-strategy/purpose-and-values/>.

Performance management and remuneration

The Remuneration Philosophy links remuneration to achieving sustainable performance. In this context, sustainable performance means making a positive and enduring difference to investors, customers and communities, delivering good customer outcomes, taking pride in leaving things better than we found them and playing a valuable role in society. As noted above, the Remuneration Philosophy applies to all employees of the BBPLC Australia Branch and aims to reinforce our belief that effective performance management is critical to enabling the delivery of our business strategy. Employees who adhere to Barclays' Values and contribute to Barclays' success are rewarded accordingly.

This is achieved by basing performance assessment on clear standards of delivery and behaviour. This starts with employees aligning their personal objectives each year ('what' they will deliver) to business and team goals, to support the delivery of the business strategy and good client/customer outcomes, to a consistently excellent standard. Behavioural expectations ('how' people will achieve their objectives) are set in the context of our Values and Mindset.

Performance is assessed against both financial and non-financial criteria, which promotes sustainable performance and long term soundness. Other factors are also taken into consideration within the overall performance assessment, including core job responsibilities, behaviours towards risk and control, colleague and stakeholder feedback, as well as input from the control functions and Chief Controls Office, where appropriate.

Through our approach to performance management, the equal importance of both what an individual has delivered and how the individual has achieved this is emphasised, encouraging balanced consideration of each dimension. Both of these elements are assessed and rated independently of each other; there is no overall rating. This allows for more robust and reflective conversations between managers and team members on the individual components of performance.

Risk adjustments and remuneration

Another key feature of the Remuneration Philosophy is the alignment of remuneration with Barclays' risk appetite and with the conduct expectations of Barclays, our regulators and other stakeholders. Risk and conduct events are taken very seriously, and this approach to remuneration ensures that there are appropriate adjustments to individual remuneration and, where necessary, the incentive pool.

The BBPLC Australia Branch's performance and reward approach includes robust processes for considering risk and conduct as part of individual performance management, with outcomes reflected in individual remuneration decisions. Line managers have primary accountability for ensuring that risk and conduct issues are considered when assessing performance and making remuneration decisions. In addition, there is a secondary review by the control functions for individuals involved in significant failures of risk management, conduct issues, regulatory actions or other major incidents that impact either the Group or a business area, to ensure that these issues are properly considered. Any such matters that have been identified for persons in Specified Roles will be considered by the SOOA as part of their approval of those persons' variable remuneration outcomes.

Actions that may be taken where risk management and/or conduct fall below required standards include:

Individual adjustments	Current year annual bonuses may be adjusted downwards where individuals are found to be involved (either directly or indirectly) in a risk or misconduct event.
Collective adjustments	In addition to reductions to individuals' bonuses, collective adjustments may be made to the incentive pool for specific risk and conduct events. The determination of the incentive pool also takes account of an assessment of future risks (including conduct), non-financial factors that can support the delivery of a strong risk management, control and conduct culture, and other factors including reputation and impact on customers, markets and other stakeholders.
Malus	Unvested deferred incentive awards from prior years are subject to malus provisions, which enable the reduction of the vesting level of deferred bonuses (including to nil). Events that may lead to this include, but are not limited to, employee misconduct or a material failure of risk management.
Clawback	Barclays may apply clawback if at any time during the seven-year period from the date on which variable remuneration is awarded to a UK Prudential Regulation Authority Material Risk Taker ('UK PRA MRT'): (i) there is reasonable evidence of employee misbehaviour or material error; and/or (ii) the firm or the business unit suffers a material failure of risk management, taking account of the individual's proximity to and responsibility for that incident.

Specified Roles

Types of positions included as Specified Roles

A 'Specified Role' in the BBPLC Australia Branch is a role held by:

- (a) a Senior Manager;
- (b) any individual whose primary role is in risk management, compliance, internal audit, or financial control for the BBPLC Australia Branch ('Risk and Financial Control Personnel');
- (c) any employee registered with APRA as an Accountable Person for the BBPLC Australia Branch in accordance with the requirements of the Financial Accountability Regime ('FAR');
- (d) any employee of the BBPLC Australia Branch with the corporate title Managing Director; or
- (e) any other employee of the BBPLC Australia Branch whose role, in the opinion of the SOOA, may potentially create material risk for the BBPLC Australia Branch.

All individuals in Specified Roles are considered BBPLC Australia Branch MRTs.

Remuneration structure for BBPLC Australia Branch employees in Specified Roles

All BBPLC Australia Branch employees (including those in Specified Roles) receive a salary, superannuation and other benefits, and are eligible to be considered for an annual bonus. Some employees also receive Role Based Pay ('RBP'). Remuneration of any BBPLC Australia Branch employee who is classified as a UK PRA MRT is subject to a 10:1 maximum ratio of variable to fixed remuneration. The remuneration of Risk and Financial Control Personnel is determined independently from the businesses they support and within the parameters of the incentive pool allocated to those functions. Remuneration for Risk and Financial Control Personnel is less weighted towards variable remuneration compared to front-office employees.

Fixed remuneration

Salary	Salaries reflect individuals' skills and experience and are reviewed annually. They are increased where justified by role change, increased responsibility, to reflect a change in the market rate or to maintain appropriate competitive positioning.
Role-Based Pay ('RBP')	A small number of senior employees receive a class of fixed pay called RBP to recognise the seniority, scale and complexity of their role.
Superannuation and benefits	The provision of a competitive package of benefits is important to attracting and retaining the talented staff needed to deliver Barclays' strategy. Employees have access to a range of country-specific company-funded benefits, including superannuation schemes, healthcare, life assurance and Barclays' share plans, as well as other voluntary employee-funded benefits.

Variable remuneration

Annual bonus	Annual bonuses incentivise and reward the achievement of Group, business and individual objectives, and reward employees for demonstrating individual behaviours in line with Barclays' Values and Mindset. The ability to recognise performance through variable remuneration enables the Group and BBPLC to control their cost base flexibly and to react to events and market circumstances. Bonuses remain a key feature of remuneration practice in the highly competitive market for talent in the financial services sector.
Deferral of annual bonus	Barclays Group applies an approach to deferral of annual bonus consistently across all businesses globally, including for the BBPLC Australia Branch. Annual bonuses may be awarded with both up-front and deferred components, in each case delivered in the form of cash and/or shares. Annual bonuses will always be structured in a way that meet applicable regulatory requirements (including the deferral requirements under FAR for BBPLC Australia Branch staff who are categorised as Accountable Persons). A portion of the bonus may be deferred for three years or more in the form of deferred cash and/or deferred shares, and at least in line with regulatory requirements. The deferral structure will depend on the nature of the employee's role and on the value of the bonus awarded. Dividend equivalents may be delivered on deferred shares. Where for any reason that is not the case (e.g. where it is not permitted under local regulations), the number of deferred shares awarded may be based on the adjusted fair value of the shares over which awards are granted taking into account that dividends do not accrue during the deferral period.