Directors' report

focus on managing our own carbon footprint and reducing our absolute carbon emissions; developing products and services to help enable the transition to a low-carbon economy, and managing the risks of climate change to our operations, clients, customers and society at large. We invest in improving the energy efficiency of our operations and offset the emissions remaining through the purchase of carbon credits. We also have a long-standing commitment to managing the environmental and social risks associated with our lending practices, which is embedded into our Credit Risk processes. A governance structure is in place to facilitate clear dialogue across the business and with suppliers around issues of potential environmental and social risk.

We have disclosed global greenhouse gas emissions that we are responsible for as set out by 'The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013'. We provide fuller disclosure on (i) financing solutions for the lower carbon economy (ii) environmental risk management and (iii) management of our carbon and environmental footprint in the Barclays Environmental, Social and Governance (ESG) Supplement available on our website at home.barclays.com/citizenship.

	Reporting Year[a] 2016	Reporting Year[b] 2015	Reporting Year[c] 2014	Reporting Year[d] 2013
Global GHG Emissions				
Total CO2e (tonnes)[e]	678,412	712,916	830,668	968,781
Scope 1 CO2e emissions (tonnes)[f]	46,571	56,642	49,994	58,176
Scope 2 CO2e emissions (tonnes)[g]	538,783	520,098	655,426	723,993
Scope 3 CO2e emissions (tonnes)[h]	93,059	136,176	125,248	186,612
Intensity Ratio[i]				
Total Full Time Employees (FTE)	119,300	129,400	132,300	139,600
Total CO2e per FTE (tonnes)	5.69	5.51	6.28	6.94
Scope 2 Market based emissions (tonnes)[j]	596,198			

Notes

a 2016 Reporting Year covers Q4 2015 and Q1, 2, 3 of 2016. The carbon reporting year is not fully aligned to the financial reporting year covered by the Director's report.

b 2015 Reporting Year covers Q4 2014 and Q1, 2, 3 of 2015.

c 2014 Reporting Year covers Q4 2013 and Q1, 2, 3 of 2014.

d 2013 Reporting Year covers Q4 2012 and Q1, 2, 3 of 2013.

e The methodology used to calculate our CO2e emissions is the operational control approach on reporting boundaries as defined by the World Resources Institute/ World Business Council for Sustainable Development (WRI / WBCSD) Greenhouse Gas Protocol (GHG): A Corporate Accounting and Reporting Standard, Revised Edition. Where properties are covered by Barclays consolidated financial statements but are leased to tenants who are invoiced for utilities, these emissions are not included in the Group GHG calculations. We also capture consumption from properties which are yet to be consolidated by Barclays and as such Barclays still are responsible for the utility cost

f Scope 1 covers direct combustion of fuels and company owned vehicles (from UK and South Africa only, which is the most material contributors). Fugitive emissions reported in Scope 1 for 2013 – 2016 cover emissions from Americas, Asia-Pacific and South Africa. Scope 1fugitive emissions excludes the UK whilst we amend our governance procedures in the UK. Business travel is reported in Scope 1.

g Scope 2 covers emissions from electricity and steam purchased for own use. Scope 2 emissions are using location based emission factors. Please see Note j below for Scope 2 Market Based emissions

h Scope 3 covers indirect emissions from business travel (global flights and ground transport from the UK and South Africa). From 2014 onwards car hire data covers the USA and India. Ground transportation data (excluding Scope 1 company cars) covers only countries where this type of transport is material and data is available.

i Intensity ratio calculations have been calculated using location based emission factors only

j Scope 2 Market Based emissions have been reported for 2016 only.

Research and Development

In the ordinary course of business the Group develops new products and services in each of its business divisions.

Financial Instruments

Barclays' financial risk management objectives and policies, including the policy for hedging each major type of forecasted transaction for which hedge accounting is used, and the exposure to market risk, credit risk and liquidity risk are set out in pages 64 to 75 and 83 to 140.

Change of control

There are no significant agreements to which the Company is a party that are affected by a change of control of the Company following a takeover bid. There are no agreements between the Company and its Directors or employees providing for compensation for loss of office or employment that occurs because of a takeover bid.

The Auditors

The Board Audit Committee reviews the appointment of the external auditors, as well as their relationship with the Group, including monitoring the Group's use of the external auditors for non-audit services and the balance of audit and non-audit fees paid to them. More details on this can be found in Note 42 to the accounts.

During 2015 Barclays undertook an external audit tender in conformance with the auditor rotation requirements of the final statutory audit services order published by the UK's Competition and Markets Authority. At the conclusion of the audit tender process the Board Audit Committee recommended to the Board the appointment of KPMG LLP. KPMG LLP have been appointed as the Group's auditor with effect from the 2017 financial year onwards.

Disclosure of Information to the Auditor

Each Director confirms that, so far as he or she is aware, there is no relevant audit information of which the Company's auditors are unaware and that each of the Directors has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information. This confirmation is given pursuant to section 418 of the Companies Act 2006 and should be interpreted in accordance with and subject to those provisions.

Going concern

The Group's business activities, financial position, capital, the factors likely to affect its future development and performance, and its objectives and policies in managing the financial risks to which it is exposed are discussed in the Strategic Report and Risk Management section.

The Directors considered it appropriate to prepare the financial statements on a going concern basis.

Directors' responsibilities

The following statement, which should be read in conjunction with the Auditors' report set out on page 187, is made with a view to distinguishing for shareholders the respective responsibilities of the Directors and of the auditors in relation to the accounts.

The Directors are required by the Companies Act 2006 to prepare accounts for each financial year and, with regards to Group accounts, in accordance with Article 4 of the IAS Regulation. The Directors have prepared group and individual accounts in accordance with IFRS as adopted by the EU. The accounts are required by law and IFRS to present fairly the financial position and performance of the Company and the Group for that period. The Companies Act 2006 provides, in relation to such accounts, that