

Report on remuneration of members
of the Management Board and the
Supervisory Board of Santander
Bank Polska S.A. for 2021



Contents

Report on remuneration of Management Board and Supervisory Board members for previous years	2
Decision-making process for determining the remuneration policy	2
Remuneration of Supervisory Board members and Management Board members	3
Remuneration of Supervisory Board members	3
Internal regulations concerning remuneration of Supervisory Board members	3
Remuneration paid to Supervisory Board members	3
Internal regulations concerning remuneration of Management Board members	4
Long-term performance of the company	4
Information on how total remuneration contributes to the delivery of long-term objectives of the company	5
Fixed remuneration	7
Variable remuneration	7
Options to prevent vesting the entitlement to variable components of remuneration	10
Evolution of remuneration and key financial highlights of Santander Bank Polska S.A. from 2016 to 2021 ..	11

Report on remuneration of Management Board and Supervisory Board members for previous years

On 22 March 2021, by force of its resolution no. 16, the General Meeting approved the Supervisory Board's report on remuneration of Management Board and Supervisory Board members for 2019 and 2020. The General Meeting approved that report without any comments.

Decision-making process for determining the remuneration policy

Remuneration of employees of Santander Bank Polska Group is governed by the Remuneration Policy of Santander Bank Polska Group – adopted by the Management Board and approved by the Supervisory Board. According to the Policy, key features of the bonus schemes are reviewed by the Remuneration Committee of the Supervisory Board, and approved by the Management Board member in charge of the Business Partnership Division. All regulations on awarding variable components of remuneration that apply to employees of the Bank are published in the form of ordinances issued by the Management Board member in charge of the Business Partnership Division, in accordance with and on the basis of the Remuneration Policy of Santander Bank Polska Group.

The Supervisory Board has a Remuneration Committee and a Nominations Committee. The key tasks of the Remuneration Committee include reviewing and monitoring the Bank's remuneration policy, and supporting the General Meeting of Shareholders, the Supervisory Board and the Management Board in developing and implementing that policy.

The Management Board is responsible for developing and implementing the Remuneration Policy for members of the Supervisory Board of Santander Bank Polska S.A. and Remuneration Policy for members of the Management Board of Santander Bank Polska S.A., which are then approved by the Supervisory Board at the request of the Remuneration Committee and adopted by the General Meeting by force of a resolution.

In 2021, the Remuneration Policy of Santander Bank Polska Group was updated to adapt it to new regulations that came into force in 2021. The updates consisted in:

- introducing a new definition of senior management;
- introducing the rule that the Remuneration Policy and related practices are gender neutral;
- putting emphasis on the requirement to ensure that remuneration is adequate to the employees' skills, knowledge and experience, responsibilities and performance, and supports recruitment, retention, and motivation of employees, in particular the senior management;
- ensuring compliance of the Remuneration Policy with Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services sector;
- setting the maximum value of the total average gross remuneration of Management Board members per year to the total average gross remuneration of other bank's employees per year;
- changing deferral periods for variable remuneration payable to identified employees (Material Risk Takers, MRTs);
- adjusting the conditions for limited application of the Remuneration Policy to MRTs;

adjusting the MRT identification procedure and process to Commission Delegated Regulation (EU) 2021/923 of 25 March 2021 with regard to regulatory technical standards setting out the criteria to define managerial responsibility, control functions, material business units and a significant impact on a material business unit's risk profile, and setting out criteria for identifying staff members or categories of staff whose professional activities have an impact on the institution's risk profile that is comparably as material as that of staff members or categories of staff referred to in Article 92(3) of that Directive.

In 2021 no exceptions or temporary waivers to the Policy or its implementing procedure were applied.

Remuneration of Supervisory Board members and Management Board members

Remuneration of Supervisory Board members

Internal regulations concerning remuneration of Supervisory Board members

As at 31 December 2021, the remuneration for the Supervisory Board was set in accordance with the Remuneration Policy for members of the Supervisory Board of Santander Bank Polska S.A. The amount of remuneration of Supervisory Board members is specified in the AGM resolution no. 30 of 22 March 2021 on setting the remuneration for Supervisory Board members.

Remuneration paid to Supervisory Board members

Members of the Supervisory Board are paid fixed remuneration only (monthly remuneration for performing their role on the Supervisory Board and additional remuneration for participating in meetings of the Supervisory Board committees on which they sit, which they chair or to which they provide expert advice). The remuneration for Supervisory Board members is paid in cash only.

The table below presents the remuneration paid to members of the Supervisory Board of Santander Bank Polska S.A. in 2021 by virtue of their supervisory role

Name and surname Job title	2021		
	Fixed remuneration (in PLNk)		
	Base salary	Additional pay	Other benefits
Gerry Byrne ^{1 1 2} Chairman	-	-	-
Antonio Escámez Torres ³ Chairman	227	-	-
José Luis de Mora ¹ Vice Chairman	-	-	-
Dominika Bettman Member of the Supervisory Board	144	155	4
José García Cantera ¹ Member of the Supervisory Board	-	-	-

1. Gerry Byrne, José García Cantera and José Luis de Mora did not receive remuneration for their functions on the Supervisory Board.

² On 22 February 2021 Gerry Byrne's decision to resign from his function on the Bank's Supervisory Board was announced.

³ On 22 March 2021, Antonio Escámez Torres was appointed chairman of the Supervisory Board.

Danuta Dąbrowska Member of the Supervisory Board	144	135	4
Isabel Guerreiro ¹ Member of the Supervisory Board	-	-	-
David Hexter Member of the Supervisory Board	164	182	-
John Power ⁴ Member of the Supervisory Board	164	144	-
Jerzy Surma Member of the Supervisory Board	144	185	-
Marynika Woroszyńska-Sapieha Member of the Supervisory Board	144	138	-

Remuneration of Management Board members

Internal regulations concerning remuneration of Management Board members

The rules of remunerating Management Board members, including rules of paying fixed and variable remuneration in 2021, are set out in their employment contracts. The Supervisory Board approves the level and terms of remuneration by force of a resolution.

Long-term performance of the company

Under the Remuneration Policy, the remuneration structure fully reflects market practices while the remuneration levels are adequate to those offered in the banking sector, taking account of the scale of the Bank's business. The remuneration levels are reviewed once a year in line with the internal process.

The criteria that affect the type and amount of fixed and variable remuneration paid to Management Board members were defined so as to support the delivery of the Bank's business strategy, long-term interests and stability, in particular by:

- setting annual objectives in accordance with the Bank's financial and strategic plans (including cost of risk and capital for the Bank and liquidity risk in the long-term horizon), and assessing the performance of individual Management Board members;
- applying a flexible remuneration policy by maintaining a proper balance between fixed and variable components;
- awarding part of remuneration in deferred payment instruments and deferring payment of variable remuneration for five years ensures that the Bank's financial performance affects remuneration in the long-term perspective;
- applying malus clauses ensuring proper and effective management of risk which might materialise in the deferral period;
- awarding the variable components of remuneration only if this approach does not represent any threat to the solid capital base of the Bank or the Group in the long-term horizon.

⁴ John Power additionally received PLN 90k in 2021 for performing the roles on the supervisory boards of the Bank's subsidiaries.

Information on how total remuneration contributes to the delivery of long-term objectives of the company

The purpose of the Remuneration Policy is to ensure long-term sustainable growth of the Group, protect the stakeholders, including customers, owners and employees by, among others, ensuring adequate staff remuneration for their performance and motivating them to deliver best results and to achieve the Bank's strategic goals, both in terms of business and quality aspects, based on adopted values.

Under the bonus scheme for the Bank's Management Board members, their remuneration is linked to the assessment of the company's long-term financial position, long-term growth of shareholder value, business stability, and risk appetite.

The level of the annual bonus is determined in particular on the basis of:

- quantitative metrics (e.g. customer satisfaction index, risk cost ratio), capital contribution metric defined as net profit of the Bank in an accounting year, including changes in own funds and cost of capital, return on tangible equity)
- qualitative metrics resulting from the quality-oriented analysis of financial performance and risk (e.g. NPS, responsible banking agenda, including goals related to local communities, environmental protection), and
- potential adjustments resulting from unexpected developments.

Variable remuneration is awarded to Management Board members based on the evaluation of their performance. The selection of metrics (as well as their granularity) for individual Management Board members takes into account their individual duties and responsibilities in the process of managing the Bank.

Based on the actual metrics and evaluation of performance against objectives under WHAT, HOW and RISK categories as well as relevant weights assigned to them, the rating is established and adjusted by a multiplier, which arises, among other things, from assessment of performance against a three-year horizon, as proposed by the Supervisory Board Remuneration Committee and approved by the Supervisory Board.

In 2021, the 4-grade scale applied.

Objectives, performance against them and variable remuneration paid in 2021 are presented in the table:

				2021
Criteria	Criteria related to a remuneration component – description	Relative weight of performance criteria	Name and surname Job title	Actual bonuses/ remuneration (in PLNk)
Management functions				
Objectives WHAT	<ul style="list-style-type: none"> - Financial objectives, including profitability, risk management, capital and customer satisfaction - Implementation of 6 strategic directions (employee focus, simplification, customer obsession, innovate to open platform, smart omichannel, safety and trust), - Creating a better bank where customers and people feel a deep connection with Santander, - Objectives related to customer satisfaction and cost management. 	50%	Michał Gajewski President of the Management Board Maciej Reluga Member of the Management Board Juan De Porras Aquirre Vice President of the Management Board Michael McCarthy Vice President of the Management Board	3,605 950 1,820 n/a
Objectives HOW	- Actions related to the corporate culture – The Santander Way	40%	Lech Gałkowski Member of the Management Board	1,145
Objectives RISK	- Risk management and building the risk culture	10%	Patryk Nowakowski Member of the Management Board Arkadiusz Przybył Vice President of the Management Board	1,120 1,455
Control functions				
Objectives WHAT	<ul style="list-style-type: none"> - Financial objectives, including management of risk, costs, quality and customer satisfaction - Implementation of 6 strategic directions (employee focus, simplification, customer obsession, innovate to open platform, smart omichannel, safety and trust), - Creating a better bank where customers and people feel a deep connection with Santander, - Objectives related to customer satisfaction and cost management - Standardising processes within the Group. 	50%	Carlos Polaino Izquierdo Member of the Management Board	1,300
Objectives HOW	- Actions related to the corporate culture – The Santander Way	40%	Andrzej Burliga: Vice President of the Management Board	1,060
Objectives RISK	- Risk management and building the risk culture	10%	Dorota Strojowska Member of the Management Board	1,120

Fixed remuneration

Pursuant to the Statutes of Santander Bank Polska S.A. and the aforementioned regulations, the remuneration of President and members of the Management Board is set by the Supervisory Board, taking into account the recommendations of the Remuneration Committee.

In accordance with the Strategy of Santander Bank Polska for investing into equity market instruments, members of the Management Board do not receive remuneration for performing duties of supervisory board members in the companies to which they have been designated by the Bank. Members of Santander Bank Polska Management Board do not perform other roles in other companies of SBP Group and, accordingly, do not receive any remuneration in that respect.

Variable remuneration

The rules for determining variable remuneration for Management Board members of Santander Bank Polska S.A. are laid down in the Remuneration Policy of Santander Bank Polska Group. These rules are subject to regular (at least annual) reviews by the Remuneration Committee of the Supervisory Board.

Management Board members are paid variable remuneration once a year following the end of the reference period and release of the Bank's results. Variable remuneration is awarded in accordance with the applicable bonus regulations for Management Board members (adopted by virtue of the Supervisory Board's resolution), which set out the bonus principles depending on the performance against personal objectives as well as business and financial objectives of an organisational unit and the Bank. The performance is assessed against the financial and non-financial criteria for the period of minimum three years to take into account the Bank's economic cycle and business risk. The Remuneration Committee recommends the amount of variable remuneration for members of the Management Board to the Supervisory Board. The Supervisory Board decides – by force of a resolution – on the level of annual bonuses awarded to individual members of the Management Board.

The total amount of the variable remuneration granted to Management Board members for a single calendar year cannot be higher than 100% of the fixed remuneration paid for that calendar year to the person concerned. However, in exceptional cases, this limit may be increased up to 200% of fixed remuneration subject to the approval of the Bank's General Meeting. The decision on determining the maximum ratio of the fixed components of the total remuneration to the variable components of the remuneration in the Santander Bank Polska Group was taken by the AGM on 20 April 2016.

Variable remuneration is awarded in accordance with bonus regulations and paid in cash, phantom stock or ordinary shares. Remuneration paid in the form of a financial instrument must represent min. 50% of the total amount of variable remuneration.

At least 40% of each component of the variable remuneration is deferred for 5 years. In practice, in previous years the deferral periods lasted 3 years, excluding President of the Management Board in the case of whom the deferral period was 5 years starting from the bonus due for 2020.

The table below shows unpaid variable remuneration in cash and financial instruments:

Name and surname Job title	Description	Instrument (no. of pieces)							Cash (in PLNk)						
		Payment date													
		2022 ⁵	2023	2024	2025	2026	2027	2028	2022 ⁵	2023	2024	2025	2026	2027	
Michał Gajewski President of the Management Board	Bonus for 2017	383													
	Bonus for 2018	523	522						191						
	Bonus for 2019	674	674	674					199	199					
	Bonus for 2020	2,555	568	568	566				80	80	80	80	80		
	Bonus for 2021		2,556	511	511	511	511	512	901	180	180	180	180	180	
Andrzej Burliga: Vice President of the Management Board	Bonus for 2017	183													
	Bonus for 2018	173	173						63						
	Bonus for 2019	201	201	200					59	59					
	Bonus for 2020	695	155	155	153				29	29	29				
	Bonus for 2021		902	121	121	121	121	117	318	42	42	42	42	42	
Juan De Porras Acuirre Vice President of the Management Board	Bonus for 2017	284													
	Bonus for 2018	346	346						127						
	Bonus for 2019	384	384	384					113	113					
	Bonus for 2020	1,613	358	358	358				67	67	67				
	Bonus for 2021	0	1,549	207	207	207	207	204	546	73	73	73	73	73	
Michael McCarthy Vice President of the Management Board	Bonus for 2017	208													
	Bonus for 2018	250	248						91						
	Bonus for 2019	290	290	288					85	85					
	Bonus for 2020	1,054	234	234	234				44	44	44				
Arkadiusz Przybył Vice President of the Management Board	Bonus for 2017	192													
	Bonus for 2018	250	248						91						
	Bonus for 2019	268	268	268					79	79					
	Bonus for 2020	926	206	206	205				39	39	39				
	Bonus for 2021		1,238	165	165	165	165	165	437	58	58	58	58	58	
Patryk Nowakowski Member of the Management Board	Bonus for 2019	141	141	139					41	41					
	Bonus for 2020	703	156	156	156				29	29	29				
	Bonus for 2021		953	127	127	127	127	127	336	45	45	45	45	45	
Carlos Polaino Izquierdo Member of the Management Board	Bonus for 2017	199													
	Bonus for 2018	219	218						80						
	Bonus for 2019	241	241	240					71	71					
	Bonus for 2020	974	217	217	215				41	41	41				

⁵ The deferred portions of remuneration were paid out in February 2022. The part of the variable remuneration due for 2017-2020 deferred in phantom shares was converted based on the Bank's share price determined as the average price for the 3 months preceding the conversion, i.e. PLN 352.66 per share

	Bonus for 2021		1,107	148	148	148	148	145	390	52	52	52	52	52
Maciej Reluga Member of the Management Board	Bonus for 2017	142												
	Bonus for 2018	173	173						63					
	Bonus for 2019	201	201	201					59	59				
	Bonus for 2020	743	165	165	165				31	31	31			
	Bonus for 2021		809	108	108	108	108	106	285	38	38	38	38	38
Dorota Strojowska Member of the Management Board	Bonus for 2017	148												
	Bonus for 2018	153	153						56					
	Bonus for 2019	185	185	184					54	54				
	Bonus for 2020	751	167	167	166				31	31	31			
	Bonus for 2021		953	127	127	127	127	127	336	45	45	45	45	45
Lech Gałkowski Member of the Management Board	Bonus for 2021		975	130	130	130	130	129	344	46	46	46	46	46
Former members Bank's Management Board	Bonus for 2017	648												
	Bonus for 2018	605	604						221					
	Bonus for 2019	84	84	82					25	25				

Remuneration paid to Management Board members

The table below presents the total remuneration and additional benefits received by members of the Management Board of Santander Bank Polska S.A. for their functions on the Management Board in 2021:

Name and surname Job title	1 Fixed remuneration (in PLNk)			2 Variable remuneration (in PLNk)		3 Extraordinary	4 Old-age pension	5 Total remuneration (in PLNk)	6 Fixed to variable remuneration ratio
	Base salary	Expenses	Other fixed remuneration and additional benefits ⁶	Due in a single year	Due in many years ⁷				
Michał Gajewski President of the Management Board	2,817	-	174	-	1,713	-	-	4,704	175%
Andrzej Burliga: Vice President of the Management Board	1,296	-	131	-	617	-	-	2,044	231%
Juan De Porras Aguirre Vice President of the Management Board	1,029	-	701	-	1,008	-	-	2,738	172%

⁶ Other fixed remuneration and additional benefits may include life insurance without pension option, car allowance and housing allowance. In 2021 Carlos Polaino Izquierdo received also an allowance for travel expenses and school fees of his family members totalling PLN 27.8k. In 2021 Juan de Porras Aguirre received also an allowance for travel expenses of his family members totalling PLN 8.5k.

⁷ The part of the variable remuneration due for 2016-2019 deferred in phantom shares was converted based on the Bank's share price determined as the average price for the 3 months preceding the conversion, i.e. PLN 187.95 per share

Michael McCarthy ^{8 & 9} Vice President of the Management Board	297		16	-	850	-	-	1,163	37%
Arkadiusz Przybył Vice President of the Management Board	1,320	-	101	-	744	-	-	2,165	191%
Patryk Nowakowski ⁹ Member of the Management Board	1,053		101	-	294	-	-	1,448	393%
Carlos Polaino Izquierdo Member of the Management Board	1,300	-	630	-	616	-	-	2,546	313%
Maciej Reluga ⁹ Member of the Management Board	1,053	-	127	-	558	-	-	1,738	211%
Dorota Strojowska Member of the Management Board	1,076	-	101	-	533	-	-	1,710	221%
Gałkowski Lech ^{9 & 10} Member of the Management Board	637	-	62	-	0	-	-	699	n/a

In 2021, Management Board members were paid allowances in lieu of unused annual leave of PLN 798.7k.

Options to prevent vesting the entitlement to variable components of remuneration

Deferred variable remuneration, whether in cash or in financial instruments, pending payment may be subject to malus if, during the period before its vesting, specific circumstances occur. They will be based on performance or respond to real risk situations or to changes in persistent risk for the entities, business lines or employee activities.

According to the criteria set out in Directive 2013/36/EU, it is not enough for there to be misconduct/misbehaviour or serious error by an employee for the associated breach to be considered a potential trigger for the application of a malus clause, but rather that this behaviour must translate into a significant negative impact of a financial nature or the risk profile or reputation of the Group, the Bank or a subsidiary, always provided that the latter does not occur alone, but simultaneously with other negative consequences for the Group, the Bank or a subsidiary.

The factors analysed when a decision is taken to apply malus clauses and the decision-taking process are described in detail in the Malus Clauses Application Procedure of Santander Bank Polska Group. Specifically, these factors include:

- Significant irregularities in risk management on the part of the entity, a business unit, a control unit or a support function;
- Material adjustments to the Group's financial statements, based on the external auditor's opinion, except where the adjustments are due to changes in accounting standards;
- Violation by the employee of internal regulations or codes of conduct, particularly those relating to risks;
- Significant changes in the financial, capital or risk profile of the Group;
- Significant increase in economic or regulatory capital requirements which has not been foreseen at the time of approval of the exposure;

⁸ On 18 March 2021, Michael McCarthy resigned from seeking reappointment for the next term of office.

⁹ Remuneration as at the day of taking up the office of a Management Board member

¹⁰ Lech Gałkowski took up his role as a Management Board member on 26 May 2021 by force of the Supervisory Board resolution.

- Regulatory sanctions or criminal charges made against the entity or employees who are held liable;
- Any misconduct, whether individual or collective, in particular when referring to the marketing of unsuitable products;
- negative financial performance of the Group.

No malus triggers were identified in 2021 in respect of Management Board members.

Members of the Management Board of Santander Bank Polska S.A are employed under employment contracts; according to the Labour Code, there are no grounds to demand that they return their variable remuneration paid out to them earlier in part or in full.

Evolution of remuneration and key financial highlights of Santander Bank Polska S.A. from 2016 to 2021

The table below presents evolution of total remuneration and key financial highlights of Santander Bank Polska Group from 2016 to 2021:

Year	2016	2017	2018	2019	2020	2021 (in PLNk)
YoY change		2017 vs 2016	2018 vs 2017	2019 vs 2018	2020 vs 2019	2020 vs 2021
Gerry Byrne Chairman	-	-	-	-	-	-
Antonio Escámez Torres Chairman	-	-	-	-	-	227
José Luis De Mora Vice Chairman	-	-	-	-	-	-
José García Cantera Member of the Supervisory Board	-	-	-	-	-	-
Danuta Dąbrowska Member of the Supervisory Board	244	234	232	261	249	283
		-4.1%	-0.9%	12.3%	-4.5%	13.6%
Isabel Guerreiro Member of the Supervisory Board	n/a	n/a	n/a	-	-	-
		n/a	n/a	-	-	-
David Hexter Member of the Supervisory Board	275	263	274	299	320	346
		-4.4%	4.2%	9.2%	7.1%	7.9%
John Power Member of the Supervisory Board	303	272	198	317	289	307
		-10.2%	-27.2%	60.0%	-8.9%	6.5%
Jerzy Surma Member of the Supervisory Board	256	244	269	304	302	329
		-4.7%	10.2%	12.9%	-0.4%	8.7%
Marynika Woroszyńska-Sapieha Member of the Supervisory Board	194	214	228	256	254	282
		10.3%	6.5%	12.1%	-0.8%	11.0%
	n/a	n/a	n/a	n/a	128	303

Dominika Bettman Member of the Supervisory Board		n/a	n/a	n/a	n/a	136.8%
Remuneration of Management Board members (in PLNk)						
Michał Gajewski President of the Management Board	182	2,023	2,865	3,911	4,821	4,704
		1,010.3%	41.6%	36.5%	23.2%	-2.4%
Andrzej Burliga Vice President of the Management Board	1,995	2,153	2,433	2,460	2,342	2,044
		7.9%	13.0%	1.1%	-4.8%	-12.7%
Juan De Porras Aquirre Vice President of the Management Board	2,323	2,612	2,738	2,860	3,108	2,738
		12.5%	4.8%	4.5%	8.7%	-11.9%
Michael McCarthy Vice President of the Management Board	2,057	2,262	2,548	2,659	2,601	1,163
		10.0%	12.7%	4.4%	-2.2%	-55.3%
Arkadiusz Przybył Vice President of the Management Board	n/a	1,047	1,724	2,229	2,338	2,165
		n/a	64.7%	29.2%	4.9%	-7.4%
Lech Gałkowski Member of the Management Board	n/a	n/a	n/a	n/a	n/a	699
		n/a	n/a	n/a	n/a	nd
Patryk Nowakowski Member of the Management Board	n/a	n/a	n/a	601	1,247	1,448
		n/a	n/a	n/a	107.3%	16.1%
Carlos Polaino Izquierdo Member of the Management Board	1,788	2,228	2,649	2,791	2,693	2,546
		24.6%	18.9%	5.4%	-3.5%	-5.4%
Maciej Reluga Member of the Management Board	n/a	701	1,231	1,640	1,750	1,738
		n/a	75.5%	33.2%	6.7%	-0.7%
Dorota Strojowska Member of the Management Board	n/a	702	1,352	1,722	1,774	1,710
		n/a	92.6%	27.4%	3.0%	-3.6%
Company's results (in PLNm)¹¹						
Total income	7,606	7,764	8,716	9,462	8,647	9,210
		2.1%	12.3%	8.6%	-8.6%	6.5%
Total costs	-3,368	-3,372	-3,769	-4,466	-4,488	-5,487
		0.1%	11.8%	18.5%	0.5%	22.3%
Net impairment allowances	-785	-691	-1,085	-1,219	-1,763	-1,124
		-12.0%	57.1%	12.4%	44.6%	-36.2%
Profit before tax	3,122	3,322	3,424	3,245	1,881	2,058
		6.4%	3.1%	-5.2%	-42.0%	9.4%
Profit attributable to shareholders of Santander Bank Polska S.A.	2,167	2,199	2,363	2,138	1,037	1,112
		1.5%	7.5%	-9.5%	-51.5%	7.2%
Average remuneration (in PLN k)						
Members of the Supervisory Board active in 2021	254	245	240	287	257	297
		-3.5%	-2.1%	19.6%	-10.5%	15.4%

¹¹ Data presented on a consolidated basis

Members of the Management Board active in 2021	1,669	1,716	2,193	2,319	2,519	2,096
		2,8%	27,8%	5,8%	8,6%	-16,8%
Members of the Supervisory Board inactive in 2021	220	165	231	211	nd	nd
		-25,2%	40,4%	-8,5%	nd	nd
Members of the Management Board inactive in 2021	1,374	1,687	1,509	1,618	nd	nd
		22,7%	-10,5%	7,2%	nd	nd
Other employees ¹²	74	78	86	93	94	100
		4,9%	10,7%	7,9%	1,7%	5,8%

¹² According to the employment status at the end of the given year, in line to the exclusion: Bank Management Board, 1/16 and 1/10 part time employees, employees suspended. Gross basic salary converted to full-time employment multiplied by 12