

Report on remuneration of members of the
Management Board and the Supervisory Board
of Santander Bank Polska S.A.
for 2022



Table of 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
Remuneration of Management Board members	4
Fixed remuneration	7
Variable remuneration	7
Options to prevent vesting the entitlement to variable components of remuneration	9
Evolution of remuneration and key financial highlights of Santander Bank Polska S.A. from 2016 to 2022	10

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

On 27 April 2022, by force of its resolution no. 17, the General Meeting approved the Supervisory Board's report on remuneration of Management Board and Supervisory Board members for 2021. The General Meeting approved that report without any comments.

Decision-making process for determining the remuneration policy

Remuneration of employees of the Bank 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, except for Incentive Plan VII introduced by force of the General Meeting's resolution.

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 2022, the Remuneration Policy of Santander Bank Polska Group was updated to adapt it to new regulations that came into force in 2022. Changes to the policy resulted from the introduction of:

- Revised EBA Guidelines on sound remuneration policies under Directive 2013/36/EU (EBA/GL/2021/04);
- Revised Remuneration Policy of Santander Group;
- KNF recommendation on the maximum ratio between fixed and variable components of remuneration (arising from the Regulation of the Minister of Finance).

Key changes in the updated Remuneration Policy resulting from the legislation and regulations indicated above include:

- Alignment of the general rules with EBA guidelines and Santander Group's Remuneration Policy;
- Introduction of a principle of equal pay for equal work or work of equal value;
- Introduction of rules for measurement, analysis and definition of action plans for Gender Pay Gap (GPG) and Equal Pay Gap (EPG);
- Incorporation of a general rule on ESG targets/ limits for key function holders;
- Introduction of general rules on discretionary pension benefits;

- Refinement of the procedure with respect to a resolution increasing the ratio of fixed and variable remuneration.

No exceptions or temporary waivers to the Policy or its implementing procedure were applied in 2022.

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 2022, 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 level 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 2022 by virtue of their supervisory role:

Name and surname Job title	2022		
	Fixed remuneration (in PLNk)		
	Base salary	Additional pay	Other benefits
Antonio Escámez Torres Chairman	338	-	-
José Luis de Mora ¹ Vice Chairman	-	-	-
Dominika Bettman Member of the Supervisory Board	150	142	4
José García Cantera ¹ Member of the Supervisory Board	-	-	-
Danuta Dąbrowska Member of the Supervisory Board	144	111	4
Isabel Guerreiro ¹ Member of the Supervisory Board	-	-	-
David Hexter Member of the Supervisory Board	169	190	-
John Power ² Member of the Supervisory Board	169	119	-

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

² John Power additionally received PLN 98.2k in 2022 for his membership in the Supervisory Boards of the Bank's subsidiaries.

Jerzy Surma Member of the Supervisory Board	144	154	-
Marynika Woroszyńska-Sapieha Member of the Supervisory Board	144	109	-

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 2022, 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 variable remuneration policy by maintaining a proper balance between fixed and variable components;
- awarding a portion of remuneration in deferred payment instruments and deferring payment of variable remuneration for five years which ensures that the Bank's financial performance affects remuneration in the long-term perspective;
- applying malus clauses which ensure 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.

On 27 April 2022, Santander Bank Polska S.A. introduced Incentive Plan VII under resolution no. 30 of the Annual General Meeting. The Plan is addressed to the employees of the Bank and its subsidiaries (Santander Bank Polska Group) who significantly contribute to growth in the value of the organisation. Its purpose is to motivate the participants to achieve business and qualitative goals in line with the Group's long-term strategy by providing an instrument that strengthens the employees' relationship with the Group and encourages them to act in its long-term interest.

The Plan covers the period of five years (2022–2026). However, as the payment of variable remuneration is deferred, the share buyback and allocation will be completed by 2033.

The Plan covers obligatorily all persons with an identified employee status in Santander Bank Polska Group. The list of other key participants will be determined by the Management Board members and approved by the Bank's Supervisory Board. Those employees will participate in the Plan on a voluntary basis.

Participants in the Plan are excluded from other incentive schemes applicable in the Bank and thus they do not become entitled to bonuses defined in the bonus rules applicable in their home units. This provision does not apply to MRTs who receive variable remuneration in line with the Rules for payment of variable components of remuneration to individuals with the status of identified employees in Santander Bank Polska Group applicable in a given year.

The participants will be entitled to variable remuneration in the form of the Bank's shares provided that they meet the terms and conditions stipulated in the Participation Agreement and the Resolution. To that end, Santander Bank Polska S.A. will buy back up to 2,331,000 shares from 1 January 2023 until 31 December 2033.

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, shareholders 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, number of customers and number of loyal customers, return on tangible equity, return on risk weighted assets),
- 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),
- 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 2022, the rating scale in place was from 1.00 to 4.00.

Objectives, performance against them and variable remuneration paid in 2022 are presented in the table:

2022

Criteria	1 Criteria related to a remuneration component – description	2 Relative weight of performance criteria	3 Name and surname Job title	4 Actual award/ 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	5 250
Objectives HOW	<ul style="list-style-type: none"> - Actions related to the corporate culture – The Santander Way 	40%	Maciej Reluga Member of the Management Board	1 370
Objectives RISK	<ul style="list-style-type: none"> - Risk management and building the risk culture 	10%	Juan de Porras Aguirre Vice President of the Management Board	2 000
			Lech Gałkowski Member of the Management Board	1 630
			Patryk Nowakowski Member of the Management Board	1 370
			Arkadiusz Przybył Vice President of the Management Board	1 630
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	1 630
Objectives HOW	<ul style="list-style-type: none"> Actions related to the corporate culture – The Santander Way 	40%	Andrzej Burliga Vice President of the Management Board	1 400
Objectives RISK	<ul style="list-style-type: none"> - Risk management and building the risk culture 	10%	Dorota Strojowska Member of the Management Board	1 370

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 total remuneration to the variable components of the remuneration in Santander Bank Polska Group was taken by the AGM on 27 April 2022.

Variable remuneration is awarded in accordance with bonus regulations and paid in cash and in the form of a financial instrument. Remuneration paid in the form of a financial instrument must represent min. 50% of the total amount of variable remuneration. Until 2022, the financial instrument was given in the form of phantom shares.

Starting from variable remuneration due for 2022, shares of Santander Bank Polska S.A. awarded under Incentive Plan VII represent the financial instrument.

At least 40% of each component of the variable remuneration is deferred for 5 years.

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

Name and surname Job title	Variable remuneration for year	Instrument (no. of pieces) ³							Cash (in PLNk)						
		Payment date													
		2023 ⁴	2024	2025	2026	2027	2028	2029	2023	2024	2025	2026	2027	2028	
Michał Gajewski President of the Management Board	2018	522													
	2019	674	674							199					
	2020	426	426	426	426	426			80	80	80	80			
	2021	2 556	511	511	511	511	512		180	180	180	180	180		
	2022		3,808	1,143	1,143	1,143	1,143	1,139	1,050	315	315	315	315	315	
Andrzej Burliga Vice President of the Management Board	2018	173													
	2019	201	200							59					
	2020	155	155	153					29	29					
	2021	902	121	121	121	121	117		42	42	42	42	42		
	2022		1,524	203	203	203	203	203	420	56	56	56	56	56	
Juan De Porras Aquirre Vice President of the Management Board	2018	346													
	2019	384	384							113					
	2020	358	358	1,969					67	67					
	2021	1 549	207	207	207	207	204		73	73	73	73	73		
	2022		2,177	290	290	290	290	290	600	80	80	80	80	80	
Arkadiusz Przybył Vice President of the Management Board	2018	248													
	2019	268	268							79					
	2020	206	206	205					39	39					
	2021	1 238	165	165	165	165	165	165	58	58	58	58	58		
	2022		1,774	237	237	237	237	234	489	65	65	65	65	65	
Patryk Nowakowski Member of the Management Board	2019	141	139							41					
	2020	156	156	156					29	29					
	2021	953	127	127	127	127	127		45	45	45	45	45		
	2022		1,491	199	199	199	199	197	411	55	55	55	55	55	
Carlos Polaino Izquierdo Member of the Management Board	2018	218													
	2019	241	240							71					
	2020	217	217	215					41	41					
	2021	1 107	148	148	148	148	145		52	52	52	52	52		
	2022		1,774	237	237	237	237	234	489	65	65	65	65	65	
Maciej Reluga Member of the Management Board	2018	173													
	2019	201	201							59					
	2020	165	165	165					31	31					
	2021	809	108	108	108	108	106		38	38	38	38	38		
	2022		1,491	199	199	199	199	197	411	55	55	55	55	55	
Dorota Strojowska Member of the Management Board	2018	153													
	2019	185	184							54					
	2020	167	167	166					31	31					
	2021	953	127	127	127	127	127		45	45	45	45	45		
	2022		1,491	199	199	199	199	197	411	55	55	55	55	55	
Lech Gałkowski Member of the Management Board	2021	975	130	130	130	130	129		46	46	46	46	46		
	2022		1,774	237	237	237	237	234	489	65	65	65	65	65	
Former members Bank's Management Board	2018	852													
	2019	374	370							110					
	2020	234	234	234					44	44					
	2022														

³ Payment in the form of Santander Bank Polska shares as part of Incentive Plan VII starting from 2022.

⁴ The deferred portion of remuneration was paid out in February 2023. The portion of variable remuneration in the form of phantom shares for 2018-2021 was calculated based on the Bank's share price determined as the average price over 3 months preceding the calculation date in the amount of PLN 275.78 per share.

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 2022:

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	Expense s	Other fixed remuneration and additional benefits ⁵	Due in a single year	Due in many years ⁶				
Michał Gajewski President of the Management Board	3,150	-	214	-	2,721	-	-	6,085	124%
Andrzej Burliga Vice President of the Management Board	1,344	-	160	-	924	-	-	2,428	163%
Juan De Porras Aquirre Vice President of the Management Board	1,582	-	570	-	1,745	-	-	3 897	123%
Arkadiusz Przybył Vice President of the Management Board	1,536	-	125	-	1,241	-	-	2,902	134%
Patryk Nowakowski⁷ Member of the Management Board	1,392	-	115	-	709	-	-	2,216	213%
Carlos Polaino Izquierdo Member of the Management Board	1,492	-	802	-	1,138	-	-	3,432	202%
Maciej Reluga⁷ Member of the Management Board	1,176	-	149	-	896	-	-	2,221	148%
Dorota Strojewska Member of the Management Board	1,260	-	125	-	926	-	-	2,311	150%
Gątkowski Lech⁷ Member of the Management Board	1 320	-	145	-	344	-	-	1 809	426%

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 companies, 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 this behaviour must translate into a significant negative impact of a financial nature or

⁵ Other fixed remuneration and additional benefits may include life insurance without pension option, car allowance and housing allowance. None of the Members of the Management Board received cash or non-cash benefits granted to their relatives.

⁶ The portion of variable remuneration due for 2017-2020 in the form of phantom shares was calculated based on the Bank's share price determined as the average price over 3 months preceding the calculation date in the amount of PLN 352.66 per share.

⁷ Remuneration as on the day of taking up the office of a Management Board member

impact on 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 Bank Group;
- Significant increase in economic or regulatory capital requirements which has not been foreseen at the time of approval of the exposure;
- 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 2022 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 2022

The table below presents evolution of total remuneration and key financial highlights of Santander Bank Polska Group from 2016 to 2022:

Year	2017	2018	2019	2020	2021	2022 (in PLNk)
YoY change	2017 vs 2016	2018 vs 2017	2019 vs 2018	2020 vs 2019	2020 vs 2021	2021 vs 2022
Antonio Escámez Torres Chairman	-	-	-	-	227	338 49%
José Luis De Mora Vice Chairman	- /-	- /-	- /-	- /-	- /-	- /-
José García Cantera Member of the Supervisory Board	- /-	- /-	- /-	- /-	- /-	- /-
Danuta Dąbrowska Member of the Supervisory Board	234 -4.1%	232 -0.9%	261 12.3%	249 -4.5%	283 13.6%	258 -8.5%
Isabel Guerreiro Member of the Supervisory Board	n/a n/a	n/a n/a	- /-	- /-	- /-	- /-
	263	274	299	320	346	358

David Hexter Member of the Supervisory Board	-4.4%	4.2%	9.2%	7.1%	7.9%	3.7%
John Power Member of the Supervisory Board	272	198	317	289	307	288
	-10.2%	-27.2%	60.0%	-8.9%	6.5%	-6.3%
Jerzy Surma Member of the Supervisory Board	244	269	304	302	329	298
	-4.7%	10.2%	12.9%	-0.4%	8.7%	-9.5%
Marynika Woroszyńska-Sapieha Member of the Supervisory Board	214	228	256	254	282	253
	10.3%	6.5%	12.1%	-0.8%	11.0%	-10.3%
Dominika Bettman Member of the Supervisory Board	n/a	n/a	n/a	128	303	296
	n/a	n/a	n/a	n/a	136.8%	-2.5%
Remuneration of Management Board members (in PLN k)						
Michał Gajewski President of the Management Board	2,023	2,865	3,911	4,821	4,704	6,085
	1010.3%	41.6%	36.5%	23.2%	-2.4%	29.4%
Andrzej Burliga Vice President of the Management Board	2,153	2,433	2,460	2,342	2,044	2,428
	7.9%	13.0%	1.1%	-4.8%	-12.7%	18.8%
Juan De Porras Aquirre Vice President of the Management Board	2,612	2,738	2,860	3,108	2,738	3,897
	12.5%	4.8%	4.5%	8.7%	-11.9%	42.3%
Arkadiusz Przybył Vice President of the Management Board	1,047	1,724	2,229	2,338	2,165	2,902
	n/a	64.7%	29.2%	4.9%	-7.4%	34.0%
Lech Gałkowski Member of the Management Board	n/a	n/a	n/a	n/a	699	1,809
	n/a	n/a	n/a	n/a	n/a	158.8%
Patryk Nowakowski Member of the Management Board	n/a	n/a	601	1,247	1,448	2,216
	n/a	n/a	n/a	107.3%	16.1%	53.0%
Carlos Polaino Izquierdo Member of the Management Board	2,228	2,649	2,791	2,693	2,546	3,432
	24.6%	18.9%	5.4%	-3.5%	-5.4%	34.8%
Maciej Reluga Member of the Management Board	701	1,231	1,640	1,750	1,738	2,221
	n/a	75.5%	33.2%	6.7%	-0.7%	27.8%
Dorota Strojowska Member of the Management Board	702	1,352	1,722	1,774	1,710	2,311
	n/a	92.6%	27.4%	3.0%	-3.6%	35.1%
Company's results (in PLN m)⁸						
Total Income	7,764	8,716	9,462	8,647	9,142	12,382
	2.1%	12.3%	8.6%	-8.6%	5.7%	35.4%
Total costs	-3,372	-3,769	-4,466	-4,488	-3,988	-4,698
	0.1%	11.8%	18.5%	0.5%	-11.1%	17.8%
Net impairment allowances	-691	-1,085	-1,219	-1,763	-1,124	-895
	-12.0%	57.1%	12.4%	44.6%	-36.2%	-20.4%
Profit before tax	3,322	3,424	3,245	1,881	2,058	4,353
	6.4%	3.1%	-5.2%	-42.0%	9.4%	111.5%
Profit attributable to shareholders of Santander Bank Polska S.A.	2,199	2,363	2,138	1,037	1,112	2,799
	1.5%	7.5%	-9.5%	-51.5%	7.2%	151.8%
Average remuneration (in PLN k)						
Members of the Supervisory Board active in 2022	245	240	287	257	297	298
	15.8%	-2.1%	19.6%	-10.5%	15.4%	0.6%
Members of the Management Board active in 2022	1,638	2,142	2,277	2,509	2,199	3,033
	4.2%	30.8%	6.3%	10.2%	-12.4%	37.9%
	165	231	211	n/a	n/a	n/a

⁸ Data presented on a consolidated basis

Members of the Supervisory Board inactive in 2022	-25.2%	40.4%	-8.5%	n/a	n/a	n/a
Members of the Management Board inactive in 2022	1,460	1,603	1,195	931	886	525
	-14.4%	9.8%	-25.4%	-22.1%	-4.8%	-40.7%
Other employees ⁹	78	86	93	94	105	117
	4.9%	10.7%	7.9%	1.7%	11.0%	12.1%

⁹ As at the end of the year, exclusive of the Management Board, employees employed as 1/16 and 1/10 FTE and suspended employees. Gross base salary per FTE, multiplied by 12.